A STUDY OF THE PROBLEM OF EMPLOYING NAVAL AIR RESERVE PERSONNEL IN THE NAVY PUBLIC INFORMATION PROGRAM

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Thesis

A STUDY OF THE PROBLEM OF EMPLOYING NAVAL AIR RESERVE PERSONNEL IN THE NAVY PUBLIC INFORMATION PROGRAM

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(B. A., University of Mississippi, 1954)

Submitted in partial fulfillment of the

requirements for the degree of

Master of Science

1957

Buy the truth, and sell it not; also
wisdom, and instruction, and understanding.
Prov. 23:23.

Grateful acknowledgment is made to the professors of the Division of Public Relations of the Boston University School of Public Relations and Communications, many of whose ideas are incorporated in the following pages. Especial acknowledgment is made to Professor Samuel C. Atkinson for his advice and encouragement, and to my wife June Victoria for her faith and forbearance throughout the preparation of this study.

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CHAPTER I

INTRODUCTION AND DEFINITIONS OF TERMS USED

Introduction. There have been several studies, surveys and appraisals of Navy Public Information since the end of World War II. Yet none of these studies have investigated the possible use of the over 36,000 Naval Air Reservists who make up the "Weekend Warrior" Naval Air Reserve program.[1] It would seem that this is one way out of the twin blind alleys shortage of funds and lack of personnel. Funds for public information and public relations activities are severely controlled by Congressional limitation. This limitation is more fully discussed in Chapter II and in Appendix A. Personnel wise the Navy is allowed full time Public Information Officers at designated "major commands" only. Chief of Naval Air Reserve Training, although the largest functional command in the Navy, is not considered a major command and therefore is not allowed a Public Information Officer. Even a request of Chief of Naval Air Reserve Air Reserve Training to establish billets in the reserve Air Wing Staff aboard each Naval Air Station for officers and men to participate in full time public information work during monthly week-end drills was denied.

---

[1] "Weekend Warriors--They're Ready for Full-Time Duty," All Hands, Number 469 (March, 1956), p. 26.

CHAPTER I

INTRODUCTION & DEFINITION OF TERMS USED

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[illegible] Weekend Warriors--They're Ready for Full-Time Duty," All Hands, Number 406 (March, 1960), p. 26.

Looking at this facet of the problem from the other end, from the viewpoint of the Reservist, many are eager to help. They are proud of their membership and want to demonstrate their willingness to participate. To quote from a letter accompanying one of the returned Reserve Unit Questionnaires sent out during this present study:

> I was most pleased to receive your letter and the enclosed questionnaire. It bespeaks a new attitude on the part of the Navy which is most welcome and with which we are all anxious to cooperate.... Call on us to give extra time WITHOUT PAY---We'll do it![2]

So let us hope that in some small measure we may act as does a minister in a marriage -- may we join Navy Public Information and the Naval Air Reserve Program into a more productive element of better understood National Defense.

Military terms. In engaging in the jargon of individual trades, professions and walks of life one sometimes forgets that "semantics is language's avowed purpose."[3] "A given word, even of the picturable variety, seldom elicits quite the same mental image in any two individuals . . . ."[4] I doubt that any language, other than a foreign one with which the reader is not familiar, will prove as difficult to

---

[2] J.H. Wilcox, LCDR, USNR member of reserve squadron VR 732, NAS Grosse Ile, Michigan in a letter dated 24 June 1957 and returned with Reserve Unit Questionnaire number 38.

[3] Mario Pei, The Story of Language (Philadelphia: J. B. Lippincott Company, 1949), p. 138.

[4] Ibid., p. 113.

Looking at this issue of the problem from the other end, from the viewpoint of the Reserves, many also might be helpful. They are proud of their membership and keen to participate wholeheartedly in particular. To quote from a letter accompanying one of the questionnaires sent out during this research study:

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> do it!

So let us hope that it does result in more than just a study in a vacuum -- may we join duly fruitful information and the Naval Air Reserve Program into a more productive element of better understood National Defense.

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[3] G.A. Miller, [illegible], from chapter of research conference on [illegible], Princeton [illegible], 1952, p. 173.

[4] Ibid., p. 173.

[5] Harris Tel, The Story of Language (Philadelphia: J. B. Lippincott Company, 1952), p. 139.

understand as that of the military. For this reason I feel it necessary to present in the beginning a few of the terms my reader may not be familiar with. With this help I hope that we may become more conversant with the same ideas.

Auxiliary Air Unit--AAU. A reserve unit in which personnel attend 24 drills annually in a pay status and spend 14 days on active duty for training with pay. A maximum of 48 drills may be prescribed by the Chief of Naval Air Reserve Training, with any drills in excess of 24 to be without pay.

Auxiliary Ground Unit--AGU. A reserve unit composed of aviation ground officers and men who possess ground specialty qualifications. They also are in a 24 drill status and perform monthly drills at Naval Air Stations, Surface Reserve Training Centers, Air Force facilities and other military or nonmilitary establishments. The 14-day active duty for training period is spent working in their specialty or attending advanced schools. When mobilized, they will be assigned as individuals in special fields.

Aviation Officer Candidate--AOC. A college graduate who has passed the stiff mental and physical tests and entered the Navy's flight training program. He is commissioned an Ensign after completing the 4 months pre-flight school and is designated a naval aviator after 14 more months of exacting flight training.

Bureau of Aeronautics Reserve Trsining Unit--BARTU. This is a 12-drill reserve program whose members include officers and enlisted personnel who have qualifications for specific mobilization billets in BuAer or its field activities. Not more than 20 per cent of any BARTU officer allowance may be filed by naval aviators. Although a maximum of 12 paid drills annually is prescribed, units are encouraged to schedule at least 24 drills a year. Members are authorized to take active duty for training each year, with pay and allowances. When possible, they perform active duty training in their mobilization billets.

Bureau of Naval Personnel--BuPers, Department of the Navy, Washington, D. C.

Chief of Information--CHINFO, Department of the Navy, Washington, D. C. CHINFO is also used to denote the command under the Chief of Information.

Command Liaison Officer--CLO. A Service Information Officer attached to a Naval Air Station or a naval air reserve unit for the purpose of overseeing and supporting the procurement of Naval Air Reserve personnel, Naval Aviation Cadets and Aviation Officer Candidates as well as maintaining liaison on behalf of the commanding officer with recognized internal and external publics. When used in this study it will be indicated as to whether the CLO being referred to is a Naval Air Station CLO or a reserve unit CLO unless it is

plainly evident from the text.

Chief of Naval Air Reserve Training--CNARESTRA--Glenview, Illinois. He heads up the entire Naval Air Reserve. This is the largest functional command in the Navy. CNARESTRA is also used to denote the authority of the command of Chief of Naval Air Reserve Training.

Chief of Naval Air Training--CNATRA, Pensacola, Florida. CNATRA is the boss of all Naval Air Training in the Navy. This is known as a major command and as such is the lowest echelon allowed a full time public information officer.

Chief of Naval Operations--CNO, Washington, D.C. CNO is the top command in the Navy.

Department of Defense--DOD.

Drill -- A short period of training during which time the person drilling is considered on active duty in the Navy. A drill might be conducted during an evening or, as is usually the case in the Naval Air Reserve, during a weekend. During the two days in a weekend four drills are held.

Fleet Aircraft Service Squadron--FASRON--is a reserve unit which is in the 48-drill program. The FASRon furnishes support for reserve carrier and multi-engine squadrons.

Helicopter squadron--HU. They also participate in the 48-drill program.

Naval Air Reserve Training Unit--NARTU. A NARTU is a unit which performs all of the activities of a Reserve Naval Air Station as far as support of naval air reserve training squadrons and units are concerned, but the NARTU is stationed aboard a Regular Navy Naval Air Station.

Naval Air Facility--NAF. A NAF is a unit that performs the same services as a Naval Air Station except on a smaller scale.

Naval Air Station--NAS. A station that furnishes administrative, logistical, technical, and to some extent personnel support to Navy aircraft squadrons and units. In this study when NAS is used it will mean a Reserve Naval Air Station unless so specified otherwise.

Naval Aviation Cadet--NavCad. A young man in training to become a naval aviator who is held to the same high standards of physical and mental excellence as an AOC but who has completed only two years of college. The NavCad receives his commission as Ensign and is designated a naval aviator after 18 months of pre-flight and flight training. NavCad when used as an adjective usually refers to the office or officer which or who is responsible for NavCad, AOC, and other reserve officer procurement aboard a NAS or NARTU.

Navy Public Information -- A phrase which encompasses not only information, but all facets of public relations as well which are applicable to any effort on behalf of the Navy.

navy.

Office of Information -- When used in this study this phrase will always mean Office of Information, Navy Department unless so specified otherwise in the text.

Pay Unit -- Any naval air reserve unit which is authorized to drill and whose members receive active duty pay during their drill period.

Public Information--PIO. An officer who is assigned primary on collateral duties involving Navy Public Information.

Petty Officer -- A P.O. whose rate is above that of seaman and below that of Chief Petty Officer.

Public Information -- As used in this study "public information" will be considered synonymous with "public relations." The term public information is sometimes used in a more restricted connotation and when so used refers only to preparation of news, publicity or exhibit materials and distribution of them to media or activities. We would broaden the base of this concept to include in public information the ideas of command function, evaluation of attitudes of the various internal and external publics, an enlightened course of action which would be most practicable in the interest of the desired action, and the execution of a program to enlist the understanding and acceptance of all publics concerned and their identification with the effort.

Public relations -- See "public information" above.

Reserve Unit -- One of the reserve squadrons, wing staffs, AAUs, AGUs or BARTUs which drill periodically by authority of CNARESTRA.

Secretary of Defense--SecDef, Department of Defense, Washington, D. C.

Service information -- All information concerning naval personnel, activities, or interests, prepared or disseminated primarily for internal education or information, or in answer to inquiries from the general public.[5]

Technical information -- All information peculiar to the technical equipment, practices, methods, and procedures of Navy activities. Such information is primarily for internal education within the Navy, for other Governmental agencies, and for technical reference in answering inquiries from industry, technical and professional societies, and the general public.[5]

VA -- Navy attack squadron. (All squadrons are 4-drill units.)

VF -- Navy fighter squadron.

VP -- Navy patrol squadron.

VP(P) --Navy photographic patrol squadron.

VR -- Navy transport squadron.

VS -- Navy anti-submarine squadron.

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[5] See Appendix A, Enclosure 1, page 2.

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[2] See Appendix A, Volume I, page 2.

Wing staff -- A naval reserve unit consisting of a staff of officers and men whose duty is to oversee and support the reserve squadrons attached to the parent NAS/NARTU. Normally there is one wing staff attached to each NAS or NARTU. It is also called an air wing staff and drills 48 times a year.

Z P -- Navy lighter than air patrol squadron.

There are three kinds of programs open to the Naval Air Reservist depending upon the number of times a year he is able to drill, or his qualifications.

The 48-drill program is the largest and is comprised of over 300 squadrons and air wing staffs at the present time. In the 48-drill program the drills are scheduled in groups of four and are held one week-end each month. A yearly active duty period of 14 days is also required of the 48-drill program participant. Members are paid the active duty pay of their rank/rate during attendance of drills and active duty.

Members of the 24-drill program attend 24 drills annually in a pay status and spend 14 days on active duty for training with pay. Air Reservists in this program make up AAUs and AGUs. They are members who are prevented by civilian occupation or distance from a Naval Air Station from attending 48 drills a year. There are over 30 of these units.

About 17 BARTUs make up the 12-drill program. These units often drill 12 more drills without pay and members may have two weeks' active duty per year with pay when requested.

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units often fulfill 12 more drills without pay and members may
Above 12 points make up the 12-drill program. There
extension IF drills a year. There are some 30 of these units.
aviation personnel or planes from a Navy air station from
or Army one duty. They are members who are increased by
for training with pay. Air reservists in this program may
count half or their membership toward attendance of drills and
active duty.

Members of the 24-drill program attend 24 drills
by the 12-drill program. Members are paid the active
duty pay of their rank/rate counting attendance of drills and
active duty.

The 48-drill program is the largest and is completed
in one to drill, or its equivalent.

There are three kinds of programs open to the naval
air reservist depending upon the number of times a year he
is able to drill, or his qualifications.

F -- navy fighter (navy air patrol squadron.
plane a year.
BEST. It is also called an air wing staff and drills 12
Generally there is one wing staff attached to each ship or
post the reserve squadrons attached to the parent ship/unit.
squadron of fighter (or one wing) planes to each big-
aviation personnel or planes from a Navy air station
extension IF drills a year. There are some 30 of these units.
Above 12 points make up the 12-drill program. There
must often fulfill 12 more drills without pay and members may
have two weeks' active duty (two with pay when activated.

CHAPTER II

THE PROBLEM

History of the Problem. It is a well recognized fact today that any large business, if it is to acquire and maintain a good reputation internally and externally, must pursue a vigorous public information program. In order to do this a budget, varying in size proportionately with the size of the business, is usually set aside for the company's public relations department to use in accomplishing this objective. Public relations costs on a fee basis charged by a counseling firm have been estimated to run between $500 to $15,000 per month plus expenses, with an average base of about $1,000 in New York City.[1] Since budgets for publicity, the number one public relations activity, are usually based on advertising experience for convenience, let us look at an advertising expenditure.[2] It has been estimated that General Motors spent almost $62.59 millions during 1955 promoting good will among its publics through newspaper advertising alone.[3] During a similar period the

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[1] Howard Stephenson and Wesley F. Pratzner, Publicity for Prestige and Profit (New York: McGraw-Hill, 1953), p. 272.

[2] Ibid., p. 262.

[3] "News of the Ads," Changing Times, X (November 1956), p. 22.

The Investor

Beware of the Investor. It is a well documented fact today that most investors, if not 75 percent and certainly a good majority initially, must pursue a different public information procedure. In order to do this a private, meeting by mine professionally with the city of the Investor, is usually set aside for the economic's public participation documents be use in accomplishing this objective. Trucks relatively modern on a fee basis elsewhere by a consulting firm into town situated by one between $250 to $15,000per month plus estimated, relax an evening here or about $1,000 in one trade city.[1] Since budgets for publicity, the amount one public relations activity, may usually based on aforementioned objectives, the[2] last be loan at an advantageous conditions.[3] It has been estimated that General Motors proud almost $60.39 million during 1955 promotion game with among its publics through communication plans.[4] Typing a similar period the

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[1] Income Redemption and Yearly," Investor, Portfolio for Investing and Profit (New York: Holmes-Hall, 1953), p. 132.

[2] Ibid., p. 196.

[3] Name of the Game," Commercial Times, I (November 1954), p. 22.

Congress placed a limit of $3.27 millions on appropriations that could be used for public information and public relations activities by all of the military services combined plus the Department of Defense.[4] The true size of this latter figure can best be seen when viewed after being divided among the users. The First Naval District, which has Navy Public Information responsibility for all of New England, less Connecticut, received $2000 (apart from salaries) as a budget during this period for public information use.[5]

It is not contended that the military needs, or could even use, a large outlay of expenditures for advertising. Obviously there is a great difference in the aims of General Motors and in the aims of the Navy. But enough of the problems encountered by both of these organizations are similar in scope to warrant similar action in disposing of them. Such problems as procurement of qualified personnel, retention of trained personnel, good community relations, and internal dissemination of information are problems of the military as well as of industry. These problems can best be solved by the correct application of public relations

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[4] Navy Budget Digest Fiscal Year 1957 (NAVEXOS P-1355), Department of the Navy, Office of the Comptroller, p. 11.

[5] Statement by Mr. H. B. McDonald, Office of the Comptroller, First Naval District, personal interview.

[illegible]

[illegible]

[illegible]

techniques and tools. The tools industry uses are all the channels of communication with the public -- voice, newspaper, magazine, book, organization, motion-picture, radio, television, exhibit and demonstration.[6]

> Granted that the Navy's public information problem is somewhat unique from civilian public relations, still, the tie-in between sound civilian practice and Navy method is as necessary as a medical specialist's knowledge of general medicine.[7]

The problem of Navy Public Information is not a new one -- only the terms used are new. Some instances of former Navy Public Information were cited by Comdr. Shaw and Capt. Shipman when they said:

> Actually, the foundation of good public relations practice lay in the best naval tradition--from John Paul Jones on, naval officers frequently acted as diplomats in remote places, and all were schooled as gentlemen. Furthermore, Mahan explaining for the first time the meaning of sea power and Teddy Roosevelt theatrically dispatching the "Great White Fleet" around the world, each employed modern public relations techniques. But, public relations as science and art to be studied by every Navy man and learned where not inherited was unknown. So to the naval officer of half a century ago, the word "public" conjured images of landluberly nuisances who unfortunately held the purse strings. And the only "relations" he knew were poor ones who envied the rich naval officer.[8]

Unfortunately, many of the naval officers of today still

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[6] James C. Shaw, Commander, USN, and John B. Shipman, Captain, USN (Retired), The Case for Navy Public Information, 1952 study published for Navy use, p. 3.

[7] Ibid., p. 1.

[8] Ibid., p. 4.

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[6] Peter F. Drucker, Concept of the Corporation (New York: The John Day Company, 1946) p. 83.

[7] Ibid., p. 1.

[8] Ibid., p. 5.

retain this archaic idea of public relations. However, the growth through the years of Navy Public Information has been expanding, if sporadic. In 1912 Lt. Cdr. Walter S. Crosley, a General Board member, , proposed a specific office for public relations matters while a little later Secretary of the Navy Josephus Daniels, author and newspaper editor who recognized not only the obligation to furnish the public with information, but that it was a top-level function, personally held two press conferences daily.[9] This was the start of Navy public relations. During World War I the Navy appointed Washington-correspondent John Wilbur Jenkins to man a Navy News Bureau. After the war this Navy News Bureau was smothered by post-war disarmament and economy. A very small information section was then set up under the Office of Intelligence.[10]

As war again approached in 1940 renewed public interest forced a gradual expansion and under the veteran newsman Secretary of the Navy Frank Knox public relations moved into the front office under the eye and guidance of the Secretary himself. Here, powered by ample funds and stimulated by eager public interest these civilian experts in uniform lent it a mature and dignified standing and set the pace for other government public relations agencies and drew the cream of recruits.[11]

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[9] Ibid., p. 5. [10] Ibid., . [11] Ibid.

[illegible] p. 2. [illegible]. [illegible].
10 11

[illegible] state [illegible] of [illegible].
12

[illegible] [illegible] [illegible] [

Following World War II most of the Navy's skilled advocates doffed uniforms leaving the post-war anti-military sentiment in the hands of officers recently recruited from the fleet. These fleet officers struggled gamely to learn public relations and at the same time stem this tide of reactionary sentiment but Navy Public Information was at a low ebb.[12]

Today, primary information policy emanates from the Secretary of Defense, while the Navy's Chief of Information carries the work load of both the Secretary of the Navy and the Chief of Naval Operations. The two greatest assets of today's Navy public relations are a growing appreciation of the need for more adequate public relations throughout the Navy and a group of dedicated line officers who believe in the Navy.[13] On the other hand the greatest liability of the Navy's public relations today is the absence of a coordinated Navy-wide internal relations plan or program.[14] This is the starting point of public relations and its absence is considered the most serious lack. It is a small facet of this problem that prompted this present study.

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[12] Ibid.

[13] Lawrence O. Pratt, "A Three Year Program for Navy Public Relations," Part II, a study undertaken in 1955 for Chief of Information and printed for Navy use, p. 3; and Shaw, op. cit., p. 8.

[14] Pratt, loc. cit.

[illegible]

[illegible]

[illegible]

[illegible]

Present status and significance of the problem. In order to understand clearly the present position of the Navy's public information program it is necessary to understand the Congressional limitations on funds that are to be used for public information and public relations purposes by the Department of Defense.[15] For the past 7 years a statutory requirement has been in existence that limits the amount set forth in each appropriation act that can be spent for public information and public relations activities.[16] The Department of Defense provides instructions for administering the limitation and definitions of chargeable activities. Each service promulgates these instructions to its commands.[17]

The law was originally passed for three reasons: (1) Congress was disgusted with interservice rivalry, (2) inept handling of news, and (3) the belief that the services were competing to release information about new weapons. The law is not considered applicable now because the Department of Defense has by administrative action largely straightened out rivalry among the services; the cutting of funds puts less experienced people in key spots, accentuating the very

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[15] Navy Budget Digest Fiscal Year 1957, loc. cit.

[16] SECNAV INSTRUCTION 7330.1A, Department of the Navy, Office of the Secretary (Washington, 1956).

[17] A copy of SECNAV INSTRUCTION 7330.1A is included as appendix A to this study to more fully acquaint the reader with this aspect of the problem.

problem Congress wanted to correct; and since Security Review Branch, Department of Defense also comes under the limitation it cannot be expanded without taking away from other public relations activities.[18] The last problem has been corrected, however. But to add to the cumbersomeness of the application of the law, for the purpose of costing, many public information and public relations activities are charged to the appropriation even though the person performing them is not assigned these duties as a primary responsibility.[19] It was estimated that in fiscal year 1954 this practice cost $323,000 to administer this law.[20]

Since the congressional control of public information-public relations funds appears to have every indication of continuing indefinitely, what avenues are open within this restriction?

One very important adjunct of Navy Public Information is the 27 Volunteer Public Information Reserve Units, comprising some 400 individuals, veterans of World War II, now engaged in civilian public relations or allied endeavors. In spite of the tremendous potential for skilled public relations service at no cost to the Navy, little use had been made of

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[18] Pratt, op. cit., p. 70.

[19] SECNAV INSTRUCTION 7330.1A, op. cit., p. 1, Enclosure 1.

[20] Pratt, op. cit., p. 69.

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[18] Ibid., p. 76.

[19] Annual Report (1970), op. cit., p. 7.

these units.[21] However, other studies with their recommendations to overcome this have been made of this subject and since they are not a part of the Naval Air Reserve, we will not dwell on it.[22]

Another way to attack the problem is internally as was suggested earlier in this chapter. With a coordinated internal relations plan in effect within the framework of the Naval Air Reserve the record set by one of the Volunteer Public Information Reserve Units of 72 projects conducted during three years would cease to be an isolated case.[23] As evidenced in an earlier cited questionnaire, the enthusiasm and eagerness to help is present in the reserve squadrons.[24]

CNARESTRA has recognized the importance of an integrated public information organization in the Naval Air Reserve Training Command. On 1 August 1956 a request was sent by CNARESTRA to Chief of Naval Personnel via CNATRA, CHINFO and CNO requesting authority to activate billets in each wing staff for a Comdr., a Lt. Comdr., and four enlisted journalists as full time PIOs. This plan was

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[21] Shaw, op. cit., p. 32.

[22] Ibid.; and Pratt, op. cit., p. 45 et seq.

[23] Shaw, loc. cit.

[24] Wilcox, loc. cit.

enthusiastically endorsed and approval recommended by CHINFO, but CNO disapproved the request because of budgetary limitations.

Nevertheless, within the [illegible] structure of his authority, CNARESTRA promulgated on 17 January 1957 CNARESTRA INSTRUCTION 5720.17. This instruction set up a standardized administrative and collateral duty training program for Organized Naval Air Reserve Command Liaison and Recruiting Officers.[25] This Instruction is applicable to all NAS/NARTUs and their attached air reserve units.

CNARESTRA's views of the problem are best shown in paragraph two of this instruction and are as follows:

> The Importance of a good Service Information program cannot be over emphasized. The best salesman for the Naval Air Reserve, Naval Aviation Cadet and other recruiting programs are the Navy personnel themselves. The personnel of the organized reserve squadrons are naval enthusiasts, and due to their civilian/military relationship are in close contact with many young men who are potential NavCad, organized Reserve Officer candidate, Regular Navy, ect., material. It is highly desirable to have every member of the Organized Reserve Squadrons fully informed of Navy policies and activities so that they will be able to speak intelligently of the Navy to their civic groups and friends. With a vigorous and enthusiastic Command Liaison Organization in each squadron of the NAR it will be possible to obtain nation-wide coverage. In order to accomplish this goal, the Commanding Officers of all squadrons must support this program to the utmost, and every officer and enlisted man must be appraised of the needs of the service and render his/her support. The NAS/NARTU Command Liaison Officer can provide valuable assistance to speakers by making available speech material, film, projectors, photographs, ect.

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[25] A copy of CNARESTRA INSTRUCTION 5720.17 is included as appendix B to this study.

and continuing in paragraph 3:

> . . . It is directed that NAS/NARTU and squadron Commanding Officers re-evaluate the information programs of their commands. While command Liaison Officers are responsible for the direction and coordination of the public and community relations programs of the units, commanding officers are urged to indoctrinate and utilize all personnel in these programs. It is believed that by so expanding the base of this activity, increased coverage and effectiveness will be achieved.

This, then, is the reserve public information program that is in effect now. It has been in effect less than six months but we were able to get a fair evaluation of how it is working and its strong and weak points. infra

But to what reserve units is this information program set up by CNARESTRA INSTRUCTION 5720.17 applicable? The entire organized Naval Air Reserve Command is affected. The NAS/NARTUs are responsible for setting up the program and each attached squadron, wing staff, AAU, AGU, or BARTU is responsible for participation. The actual number and designation of the reserve squadrons are subject to almost continuous revision in order to meet the demands of type of aircraft available and the number of qualified personnel in a specific area. However, the composition at a specific time of the entire reserve unit component of the Naval Air Reserve Command by drill programs might be:

In the 48-drill program; 94VF (Fighter) squadrons,
43 VA (Attack), 34 VS (Anti-Submarine),
27 VP (Patrol), 2 VP (P) (Patrol Photo), 38 VS (Transport),

54 FASRons (CV and multi-engine support), 8 ZP (Lighter-than-air) and 11 HU (Helicopter) squadrons. About 7600 officers are assigned to air wing staffs and squadrons, including about 5200 naval aviators and more than 2400 ground and staff officers. Some 26,000 enlisted men are assigned to the program.

In the 24-drill program; 33 AGUs including 17 Air Intelligence Specialist (AI) units, one Photo Interpretation Specialist (PI), one Photographic Specialist (PHOTO) and one Combat Information Center (CI C) unit. More than 1100 naval aviators are assigned to AAUs and AGUs along with about 500 ground and staff officers and 800 enlisted men.

In the 12-drill program there are 17 BARTUs with about 200 officers and a number of enlisted men participating.[26]

So that is the problem to date. We have the rules to go by, the organization set up to help solve it and the personnel with which to complete the action. By the action already taken and by the planned action for the future you can readily see the scope of the problem and the importance with which it is regarded.

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[26] "Weekend Warriors--They're Ready for Full-Time Duty," All Hands, number 469 (March, 1956), p. 28.

with which it is reviewed.

can readily see the scope of the problem and the factors that
already taken and by the Standard Section 326 the factors from
personnel who wish to complete the action. It then applies
to go by," the explanation may be briefly noted if any time

So that is the problem to date. We have the right
300 officers and a number of enlisted men participating.[26]
In the 12-month period there are 37 civilian airs about
and 600 enlisted men.
more than 3100 naval aviators and assigned to this
and ACCE along with about 525 Ground and staff officers

(USCAO) and the Central Information Agency (CIA) units.
protection Operation (PI)," the Photographic Interpre-
Classification Specialist (AI) units," and Photo Intelli-
In the 18-month period it also included 37 site
30,000 enlisted men are assigned to the program.
One more than 1500 ground and aircraft officers, some
and Aviation Specialist (AS) units, and Electronic

[Illegible-1960-era] and 12 Air Interrogation Squadrons.
since 1960 effective the applied to air wing staffs

[illegible] Ground Air Support Operations Center (GASOC)," by

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[26] "Weekend Warfare--Don't Do Check the Light-Line Duty,"
All Hands, Number 519 (March 1959), p. 20.

CHAPTER III

ORGANIZATION AND TREATMENT OF THE STUDY

Authority for study. On 18 September 1956 a letter was dispatched to CHINFO requesting a list of suggested fields from which a thesis topic might be selected. Since the office of Information is the sponsoring Bureau of naval officer students enrolled in the public information graduate course, Naval Postgraduate School Instruction 5000.2 indicates in article 308 that CHINFO will be consulted in the selection of a thesis topic. A list of suggested thesis topics was returned as of 10 October 1956 and a selection made from this list. A thesis prospectus was prepared and submitted to the graduate faculty committee which approved it 14 December 1956. Permission was requested and obtained from the writer's commanding officer, Professor of Naval Science Harvard University, on 16 February 1957 to correspond directly with other activities regarding the thesis subject, in abeyance with U.S. Navy Regulations, article 1609 and Naval Postgraduate School Instruction 5000.2, article 304.

Sources of Data. The main source of information for this study was the eighteen Naval Air Stations, the three Naval Air Facilities and the seven Naval Air Reserve

Chapter III

ORGANIZATION AND MANAGEMENT OF THE STUDY

Authority for study. On 12 September 1990 a letter was dispatched to CINCLANT requesting a list of designated fleets from which ships to participate in exercise Ocean Venture, 1991. Since the office of Information is also planning various events in this period celebrating the 500th anniversary of Henry Portuguese-Azores Naval Instruction 5000.2 indicated in article 304 that CINCLANT will be requested to make selection of a specific ship. A list of suggested fleets was returned on 10 October 1990 and a selection made from this list. A specific participation was requested in 12 December 1990. Permission was received and distributed from the military commanding officer, Bellevue at Naval Science Research University, on 12 February 1991 to commence final itinerary with other activities regarding the specific analysis, in accordance with U.S. Navy Regulations, article 1809 and Naval Portuguese Naval Instruction 5000.2, article 304.

Sources of data. The main source of information for this study was the flotilla Naval Air Stations, the three Naval Air Facilities and the seven Naval Air Reserve

Training Units of the Naval Air Reserve Training Command. The CLO of each of these 28 activities was sent a NAS/NARTU Questionnaire by air mail. Sixteen of these questionnaires were completed and returned in the addressed franked envelope enclosed. A copy of the questionnaire and of the forwarding letter to each of these units is included as appendix C.

A second questionnaire was sent to the more than 400 reserve units attached to these NAS/NARTUs. Since there was no record of the CLO of each of these reserve units, the 438 Reserve Unit questionnaires were sent to the CLOs of the NASs and NARTUs and these CLOs were asked to forward them to the Reserve Unit CLOs. Forty-five of these questionnaires were filled out and returned in the return envelope furnished. A copy of this Reserve Unit Questionnaire and accompanying letter is included as Appendix D.

On 25 March 1957 correspondence was initiated to the Assistant Chief of Staff for Procurement and Liaison, CNARESTRA.

This billet is held at present by Commander Cook Cleland. Commander Cleland was the source of considerable information as to the present status of Navy Public Information in the Reserve Training Command. During the Joint Forum of Editors of Armed Forces and Airplane Industry Periodicals at Boston, Massachusetts on 11 and 12 June 1957 personal interviews with Commander Cleland were also conducted.

On 26 April 1957 a visit was made to the Bureau of Naval Personnel and the Office of Information in Washington, D. C. At BuPers Comdr. Paul Broderick, Comdr. L. L. Davis and Lt. Comdr. B. W. Dean were interviewed. These officers deal with naval reserve personnel problems and were able to give up to date information on the personnel aspect of Navy Public Information. At CHINFO the training officer, Lt. Comdr. M. F. Studebaker and Lt. Comdr. P. Della Rocca, the administrative officer were interviewed. Comdr. L. D. Olson, head of internal publications for CHINFO, was interviewed also as well as contacted by an exchange of correspondence.

Interviews at the First Naval District Headquarters, Boston, Massachusetts included Comdr. Eric S. Purdon, PIO, and Mr. H. B. McDonald of the office of the Comptroller.

Several visits to NAS, South Weymouth, Massachusetts were undertaken during May and June 1957 and with the help of Comdr. Daniel H. Wells, the NAS CLO, investigation was made into the reserve squadron CLO activity aboard the station. Comdr. Wells arranged a series of Saturday meetings with the CLOs of drilling squadrons. Much information was gleaned both from Comdr. Wells and the reserve squadron CLOs. There are 23 reserve units attached to NAS South Weymouth. Those CLOs who were not contacted personally were mailed questionnaires with forwarding letters.

A personal visit was made to NAS Niagara Falls, New York on 14 June 1957. Lt. Comdr. R. L. Barnes is the NAS Niagara Falls CLO. He was able to pass on recent developments of information activity in that area.

Analysis of Method of Procedure. It is usually better to use a census rather than a sample when studying a population or a collective or statistical universe if it is possible and feasible to do so. The only errors in a census would be errors caused by an error of observation or measurement.[1] Since this appeared both possible and feasible in the present study a census was undertaken with the universe being the entire Naval Air Reserve Training Command which contained all instances of the attribute being studied, namely the use of naval air reserve personnel in the Navy's public information program.

It is evident, however, that a certain amount of bias did enter the investigation due to the method employed in canvassing the main respondents. The questionnaire method by mail usually introduces certain error in the data.[2] The bias probably most likely to be present in this study would be that caused by a return of slightly less than 60%

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[1] John C. Peatman, Descriptive and Sampling Statistics (New York: Harper and Brothers, 1947), p. 285.

[2] Ibid., p. 294; and Herbert Arkin and Raymond R. Colton, An Outline of Statistical Methods (fourth edition; New York; Barnes and Noble, 1939), p. 150.

[illegible]

[illegible]

[illegible]

of the NAS/NARTU Questionnaires and approximately 10% of the Reserve Unit Questionnaires. One would suspect that the CLOs who did return the questionnaires were somewhat more conscientious than those who did not and would therefore run a more active information program than the CLOs who did not return a questionnaire.

Another reason for the non-return of several NAS/NARTU Questionnaires might be the method of packaging the NAS/NARTU and the Reserve Unit Questionnaire together. The NAS/NARTU Questionnaire was attached to the letter to the CLO of the NAS/NARTU with a paper clip and was placed on top of the Reserve Unit Questionnaires and air mailed in the same large envelope. This questionnaire might possibly have gotten mixed up with the Reserve Unit Questionnaire. It was noted that in at least two NAS areas, several Reserve Unit Questionnaires were returned, but the parent NAS did not return the NAS/NARTU Questionnaire. Also, in two instances the Reserve Unit Questionnaires, totaling 35 in number, were not forwarded to the reserve units because the NAS CLO did not consider the unit CLO would have enough time to respond in time to be included in the study. One of these NAS CLOs said he had been on leave and the other was from a far western United States NAS.

There are two factors which may compensate for the bias introduced by incomplete return of questionnaires from

all activities in the statistical universe. First it is felt the numerous interviews conducted in person will ameliorate to a great extent any error caused by this factor. Second it is hoped that the writer's last tour of duty lasting for two years at one of these reserve NASs as Naval Aviation Cadet Procurement Officer and during which time he became completely qualified and actually performed NAS CLO duties, will give him an understanding and objectivity to properly assess the questionnaires that were returned.

It was found that several faults existed in the questionnaires even after they were pre-tested to prevent this type of bias in the measurements. There was no place on the questionnaire to record the place that was filling out the questionnaire. On the NAS/NARTU Questionnaires this was easily corrected because of the possession of an up to date list of all of the NAS CLOs. However, on the Reserve Unit Questionnaires this was not the case and the postmark on the envelope had to be relied upon for this information. Since franked envelopes were used, there were three questionnaires returned by reserve units which were not cancelled at the place of mailing so the area they cover is not known.

Another error in the NAS/NARTU Questionnaire occurred in the instructions to question six. Since this question followed the format of CNATRASTRA Report 5720-2 and only one

of these reports had been made covering a three month period it was explained in the letter accompanying the questionnaire that a copy of this report would answer the question perfectly. Only two stations enclosed copies of this report. Two other of the reporting stations sent reports covering a full year of activity instead of the three months period as expected. This error was not caught on the pre-test because the pre-test station had not made the report and the information was not available at the time.

It was realized at the inception of the study that a pre-test should be conducted on more than one NAS but the shortage of time and a limitation of funds did not permit this. In future studies it is recommended, where practicable, to use a large enough sample in the pre-test to avoid these mistakes.

It is not felt that any of these mistakes were serious enough to affect the validity of the study. They were all correctable within the limits of the accuracy of the data given and the information desired.

CHAPTER IV

THE NAS/NARTU COMMAND LIAISON OFFICE

Discussion of the Duties and Responsibilities of the CLO of the NAS/NARTU

The NAS CLO is not considered a Public Information Officer. His duties include those normally subscribed to under the definition of Service Information as well as recruiting and officer procurement activities. The view CNARESTRA takes of the duties of the NAS CLO was stated as:

> At a station level the Command Liaison Officer duties parallel those of the Procurement and Liaison Officer on the staff. His duties are to promote the procurement of Naval Air Reservists, Naval Aviation Cadets and Aviation Officer Candidates in accordance with directions from the Staff, as well as those of his immediate Commanding Officer.[1]

However, a small part of his duties are considered as public information and these are dutifully investigated periodically by a team to determine the amount that can be charged to the public information-public relations budget.

Specifically the NAS CLO is primarily concerned with such activities as: (1) action on queries regarding jet noise, low aircraft, or other community problems; (2) publication of the station paper; (3) arrangements for and

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[1] Personal correspondence of the Author, letter from Comdr. Cook Cleland, Ass't Chief of Staff for Procurement & Liaison CNA ESTRA, 28 March 1957.

[illegible]

[illegible]

Discussion of the duties and responsibilities of the CAO of the [illegible]

[illegible] The aim of an advertised public information [illegible]. It draws attention to [illegible] under the auspices of exercise [illegible] as well as [illegible] and military [illegible] established. The aim [illegible] tasks of the airfield of the CAO was stated by [illegible] as a minimum level the Command Station Officer should [illegible] personnel tasks of the [illegible] and [illegible] on the start. This is also to promote and [illegible] most of Naval Air Reserves, Naval Aviation Cadets and Aviation Officer Candidates to accompany [illegible] flights from the start, as well as those of the [illegible] Commanding Officer.[1]

Summer. A small part of his visit was considered an public information and there are basically [illegible] by a team to determine the number [illegible] public information-public relations budget.

Specifically the new CO is primarily concerned [illegible] base activities as: [illegible] station receiving [illegible] noise, low aircraft, or other community [illegible] [illegible] cation of the station [illegible] [illegible] the end

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[1] Personal correspondence of the writer, Letter from Capt. Chas Clayton, Asst. Chief of Staff for [illegible] Latson Fld [illegible], 20 March 1957.

coordination of guest cruises for local functionaries, open houses, station visits, air shows, parades, interment of former service personnel, military speakers at local functions, local inspections by higher command and care of visiting dignitaries; (4) preparation and dissemination of news stories, exhibits, films, film strip, feature stories and publications for recruitment of AOCs Nav Cads and reserve personnel; (5) supervision of and aid to the CLOs of the reserve units during their week end drills each month and their yearly two weeks of active duty training; (6) Assigned collateral duties; (7) as well as assignments to special projects by the Commanding Officer.

A Statistical Profile of Present CLOs of the NAS/NARTUs

The first three questions on the NAS/NARTU Questionnaire were designed to elicit enough specific information from the NAS CLOs about their backgrounds to form a rough opinion about the type of person who is usually assigned this billet. The information covers the thirteen NAS and the three NARTU CLOs who responded. The NAS/NARTUs were located in fourteen states including: Kansas, Washington, Tennessee, Alabama, New York, Nebraska, Texas, California, Minnesota, Florida, Massachusetts, Pennsylvania, Ohio and Michigan.

Length of present tour as CLO. Usually in such a billet as that of CLO of a NAS the officer will hold the

billet for 36 months. We find in the sixteen respondents eight who have been serving in their respective CLO billets for eight months or less; four of these reported for duty one month or less ago. It is also known that five of the remaining eleven prospective respondents who did not answer the questionnaire have assumed their job as CLO within the last five months, since November 1956. This leaves roughly half of the Naval Air Reserve Training Command with inexperienced CLOs.

It might be noted, however, that one of the CLOs was killed on Memorial Day in a mid air crash with another jet during a fly over. Only 27 stations are used as a base here because one station was new and had not yet appointed a CLO. The following table illustrates the length of tour of duty as CLO the respondents have served.

TABLE I

LENGTH OF TOUR AS NAS/NARTU CLO
(In Months)

1 - 8	9 - 12	13 - 24	25 - 30	Total
8	2	4	2	16

Military rank. There is one evident criterion which is the quickest means of judging a man's length of experience and to some extent his ability in the military, at least

temporarily. This is his rank. Looking at the rank of the respondents who returned the NAS/NARTU questionnaire, we find one Lieutenant, eight Lieutenant Commanders and seven Commanders. So we see that this is considered a fairly responsible job. Three of these officers were regular Navy Officers and thirteen were naval reserve officers.

Of the eleven NAS/NARTU CLOs who did not respond to the questionnaire, three were Lieutenants, four were Lieutenant Commanders and four were Commanders. In this study, at least, the officers who were of higher rank were more likely to return completed questionnaires than those of lower rank.

This information in tabular form would appear as follows:

TABLE II

RANK DISTRIBUTION AND INTRASERVICE ATTACHMENT OF NAS/NARTU QUESTIONNAIRE RESPONDENTS AND NO RESPONSES

CLOs who responded			CLOs who did not respond		
Rank Distribution			Rank Distribution		
LT	LCDR	CDR	LT	LCDR	CDR
1	8	7	3	4	4
USN	USNR		USN	USNR	
3	13		2	9	

School background. One of the most valuable criteria in evaluating the calibre of personnel in a specific position is to know the formal schooling and other training the person holding the position has had. In examining the school background of the NAS/NARTU Questionnaire respondents we find that nine, well over half of them, are college graduates. Three attended college three years, three have two years of college and one has one year of college work completed. Of the college graduates, two were in Business Administration, one in Geology, three were B.S. degrees (one a graduate of Annapolis), one was in engineering and the other two did not list their majors. The three who attended college three years studied Industrial Relations, Education, and Commerce.

In addition to this civilian college education, each of the respondents reported from one to six Navy sponsored schools or courses he had taken. All of these CLOs had been through the flight training course of 18 months duration. Two had been to the Navy General Line School, a course given to regular Navy Officers who transfer from the reserve and who have not been to Annapolis. One had attended the Naval Intelligence School, Language Division--Russian. The course at the School of Naval Justice had been taken by two of the respondents. One reported completing the CIC School at Glenview, Illinois. Only one of the NAS/NARTU CLOs had been to the Armed Forces PIO School. Other courses reported to have

been completed were Fleet Air Electronic Training Unit, both Atlantic and Pacific schools; All Weather Flight School; Special Weapons Training - Delivery and Familiarization; International Law; Atomic, Bacteriological, Chemical Defense; and the R5D (A Navy Aircraft) School.

TABLE III

SCHOOL BACKGROUND OF NAS/NARTU RESPONDENTS

College (years)				Navy General Line School	Intelligence School	CIC School	Sch Naval Justice	Armed Force PIO School
1	2	3	4					
1	3	3	9	2	1	1	2	1

Former Employment. Very important in determining a person's qualifications for a specific job, occupation or position is his former employment. Respondents were asked to list their former employment in order to better evaluate their capabilities as station CLOs. Five of the respondents stated they had come directly into the Navy from school and had had no prior PIO experience in the Navy. Two had had no prior civilian experience but had been NavCad Officers prior to assuming their present duties as CLO. Two reported working as a reporter for a newspaper in civilian life. Other civilian jobs listed by the remaining seven were: Aircraft assemblyman for Douglas Aircraft; crop duster; Accountant, United Air Lines; factory representative; manager of an

| | | |

Officers Club; sales representative; and work for an advertising agency.

From the foregoing attributes of the NAS/NARTU CLOs we see that in general they are fairly new to their position as CLO, they are mostly of the rank of Lt. Comdr. or Comdr. They are as a rule college graduates, and their background in the service has not been in the public information field or their civilian employment of any particular pattern.

Other Personnel in the Command Liaison Office

In discussing the other personnel in the Command Liaison Office we must note that there appears to be no set rule as to the exact set up, organization wise, that is wholly applicable to every NAS/NARTU. Some stations have an Information and Recruiting Section as well as a NavCad/AOC Procurement Section under the CLO Department. NavCad and CLO are under I & R at some stations. Other stations have three separate Departments while some stations do not have an I & R section but assign this duty to CLO and NavCad.

Regardless of the organization, the CLO works very closely with personnel in I & R and NavCad and vice versa. NavCad and I & R, if any, may be considered adjuncts of CLO.

The NavCad Office of each station generally has from one to three officers and from one to three enlisted personnel attached. The job of the I & R Officer is usually a collateral duty, but there is often as many as five enlisted recruiters assigned.

The reason for looking specifically at the personnel actually assigned to the CLO Department is that, as outlined above, their duties are numerous and seldom is their personnel adequate in number to complete every public information project that might come up.

One of the reporting stations indicated that they actually had an assistant CLO, a Lt. (j.g.) who had PIO experience in an active Navy squadron. One other respondent explained that he was the CLO Department -- there was no journalist available for assignment to the department. Eight of the stations reporting did not have a journalist in the department although other petty officers and non rated men were assigned. One station, respondent number 11, listed 12 other members in the CLO Department, but checking their duties only five could be actually assigned to CLO and these five had additional duties that did not relate directly to CLO.

The table below lists the personnel in each CLO Department that responded by rank/rate.

TABLE IV

PERSONNEL IN EACH NAS/NARTU OFFICE BY RANK/RATE

Respondent no.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
CDR						1	1	1		1	1	1			1	
LCDR	1	1	1		1								1	1		1
LT				1												
LTJG	1															
CHIEF P.O.							1				1					
1st Class P.O.		1		1	1	1	1	1	1	1		1			1	
2nd Class P.O.			1					1		1	2			1		
3rd Class P.O.	1										1				1	
Seaman or Airman	1			1		1		1	2	1	1				1	1
Civilian									1							

Although the respondents were asked to list the training for information work the personnel in their department had undergone, five did not answer this question and seven said that no special training had been received by their personnel. Of the four remaining two reported that their journalist had worked on their High School paper, one had done public relations work for the local police department, and one had attended Journalist School.

Respondent No.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
CSR							1	1	1		1	1	1		1	
LCSR	1	1	1		1									1		1
LF				1												
LCSR	1															
CSR 1-6.								1				1				
SAT Class 1-6.		1		1	1	1	1	1		1		1			1	
BAT Class 1-6.			1				1			1	1			1		
Jud Class 1-6.	1								1						1	
Number of items	1		1		1		1	1	1	1	1				1	1
Grading								1								

Assistance Given Parent Naval District

Each Naval District has a full time PIO and since these Districts cover the entire United States they normally have responsibility for Navy Public Information within their boundaries.[2] Naval activities within the Districts are expected to support and to augment the information programs laid down by the District.

Question five of the NAS/NARTU questionnaire queried the station as to what kind of information assistance had been given the parent Naval District PIO in the last year.

Two of the respondents answered "none" to this question. One of these, however, was a NARTU and stated that the regular Navy Air Station on which they were situated did cooperate on information matters with the District. The other station was just reorganizing its CLO Department after an unsatisfactory inspection by higher command.

Seven stations who reported this question indicated that they cooperated with the District on special occasions. These occasions included Armed Forces Day, Navy cooperation with Boy Scouts, "Miss Universe" Pageant, fairs, Navy League events, band engagements, exhibits and displays. Four of these seven stations reported arranging to include guests nominated by the Commandant of the District on Pensacola, Florida Orientation Cruises.

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[2]Secretary of the Navy, "General Order 19" (May 1949), p. 3.

Of the other seven respondents; one reported photographic coverage for the District, two reported little assistance (one of these was 500 miles from Headquarters of the District), one reported close liaison with considerable telephone assistance and three did not answer this question.

A Statistical Report of the Public Relations Activity of Each NAS/NARTU

In order to assess more fully the amount of public relations activities of each of the NAS/NARTUs during the time the CNARESTRA INSTRUCTION 5720.17 has been in effect respondents were asked a number of questions regarding presentations, news stories released, appearances, recruiting spots and the number of personnel other than CLO Department personnel who had participated. The same format was used in the questionnaire as was used by CNARESTRA in a similar "Quarterly Public Relations Information Report, number 5720-2" which the above instruction had required to be made by the 30th of the month following the end of the quarter. It was assumed each NAS/NARTU had made this first report which was due at CNARESTRA on 30 May 1957 and that it would be a simple matter to forward an additional copy as they returned the completed NAS/NARTU Questionnaire. Only two respondents forwarded copies of CNARESTRA report 5720-2.

Two respondents did not answer this question. Two other respondents gave as their answer the numbers for a

full year of activity and several gave a monthly average of activity. The information presented below, however, is on the basis of a three month period.

Presentations. Section a of question 6 of the NAS/NARTU Questionnaire asked for the number of presentations that had been made by the NAS/NARTU and the reserve units attached. This included the number of speaking engagements, the number of motion pictures shown, the time in hours that was spent engaged in these activities and the total size of the audience. One station did not report this part of question 6.

During the first three months of 1957 there were 410 speaking engagements throughout CNARESTRA with a range among the stations from 3 to 128 with an arithmetic mean of 31.5 speeches per station.

There were 264 motion pictures shown ranging from 3 to 54 per station with a mean of 20.3 motion pictures shown per station.

The number of hours consumed in this activity were 356 with a range from 4 to 61 and a mean of 27.4 hours per station.

These presentations were presented to audiences by each station totaling from 200 to 10,000 in size or an overall total of approximately 31,578 people. The mean audience total per station was 2,632.

The station figures are given in table V.

TABLE V

PRESENTATIONS DURING A THREE MONTH PERIOD BY THE NAS/NARTUs WHICH RESPONDED

Respondent	Speeches	Motion Pictures	Hours	Audience Size
1	20	10	30	200
2	7	15	8	400
3	10	3	4	225
4	Did not answer this part of question.			*
5	17	16	30	2,125
6	29	54	61	1,125
7	12	2	12	1,814
8	33	40	60	2,331
9	42	24	40	1,200
10	26	9	29	1,257
11	58	19	16	2,700
12	Did not answer question.		*	*
13	128	36	42	8,210
14	3	6	9	*
15	25	30	15	10,000
16	Did not answer question.		*	*
Totals	410	264	356	31,587

*Not reported.

News Stories released. The number of news stories released, the total inches of copy printed and the total number of pictures printed were reported in section b of question 6 of the NAS/NARTU Questionnaire.

Fourteen stations reported a total of 1,426 news stories released ranging from 6 on one station to a total of 781 from another during a three month period. The nearest station in number of releases sent out to the latter was one which sent out 132 releases. The mean total number sent out was 102 releases per station.

The total inches of copy printed ran from 30 to 1403 inches with a grand total for the CNARESTRA of 4982 inches printed. The station which sent out 781 releases reported 657 inches of copy printed which ranked third among the stations in copy printed. In inches of copy printed, the mean was 445 inches total per station for the three month period. Only eleven stations reported total inches of copy printed.

A total of 442 pictures that were printed were reported with a range of from 4 to 95 pictures per station and a mean number of 34 pictures per station.

Individual NAS/NARTU news story statistics are given in Table VI.

Data storage problems. The massive of data storage
problems, the total lifetime of copy software and the typical
examples of physician referred cases processed in creation a of
quantities a of type multiplication.

Computer algorithms engineers a total of 1,000 cases
physician reference sampling times a as can algorithm is a total
of 703 time problem storing a binary number problem. The
numerical algorithm in number of publisher send out to the laptop
was one values stand the objective. The long total computer
sends out are ICU patients for analysis.

The total images of copy software was type 20 to 1,03
images with a round total for also calculation of 1950 numbers
patients. The algorithm which used for 703 algorithms employed
887 numbers of help institute medical stored among the
structure in copy problems. In number of copy printed, the
model was 885 images total per problem for the curve equation
period. Apply human algorithms engineers small images of copy
patients.

A patient of 962 pictures that were software name
reported with a value of time 1 to of started per problem
and a name country of 30 increase the station.

Institutes self-in many algorithms are algorithm name
given to their it.

TABLE VI

NEWS STORIES RELEASED BY MAS/MARTS
DURING THREE MONTH PERIOD REPORTED

Respondent	Number Released	Total Inches Copy Printed	Total number Pictures Printed
1	75	*	25
2	20	115	7
3	132	1403	95
4	6	30	4
5	52	968	56
6	61	372	63
7	781	657	36
8	19	192	22
9	59	600	40
10	50	303	26
11	33	138	44
12	This question not answered.		*
13	16	114	15
14	12	*	9
15	110	*	*
16	This question not answered.		*
Totals	1,426	4,892	442

*Not reported.

Appearances. Sections c and d of question 6 of the NAS/NARTU Questionnaire requested information concerning appearances and recruiting spots on television and radio during the three month period reported.

TV appearances were reported by 13 stations with a total of 112 appearances on TV noted. The range of TV appearances ran from 1 appearance to 19 with two stations reporting 1 and two reporting 19. The mean number of TV appearances was 8.6 per station. The time reported on TV was 1761 minutes or 29 hours 21 minutes. The mean of the time was 2 hours 27 minutes for the three month period per station.

Only eight stations reported appearances on radio. There were a total of 99 radio appearances with a total time of 20 hours 40 minutes listed by the NAS/NARTU CLOs for this three month period. The mean of the time per station on radio was 2 hours 35 minutes. The range of appearances on radio ran from 6 to 21 with a mean number of 12.4 per station.

Recruiting spots. Twelve stations reported TV and radio recruiting spots with a total of 378 on TV and a total of 3097 on radio.

Table VII lists station participation in radio and TV appearances and recruiting spots.

TABLE VII

NAS/NARTU APPEARANCES AND RECRUITING SPOT ANNOUNCEMENTS ON RADIO AND TELEVISION OVER A THREE MONTH PERIOD

	Appearances				Recruiting Spots	
	TV		Radio			
Respondent	No. TV	Time (min.)	No. Radio	Time (min.)	No. TV	No. Radio
1	1	*	*	*	2	2
2	4	20	*	*	15	25
3	19	85	*	*	5	175
4	*	*	6	55	15	35
5	3	60	*	*	32	32
6	1	30	*	*	24	250
7	5	16	5	50	164	1442
8	19	480	17	420	70	135
9	15	75	21	195	*	*
10	9	600	*	*	25	100
11	13	110	15	120	6	17
12	This question not reported.			*	*	*
13	5	75	18	225	11	344
14	3	90	7	105	9	540
15	15	120	10	70	*	*
16	This question not reported.			*	*	*
Totals	112	1761	99	1240	378	3097

*Not reported.

Regional-	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
1	1	"	"	2	2
2	4	20	"	45	45
3	14	65	"	5	175
4	"	"	6	35	35
5	3	60	"	32	96
6	1	30	"	24	240
7	5	16	5	50	384	4400
8	19	460	17	420	70	135
9	15	75	21	150	"	"
10	9	450	"	"	65	130
11	11	110	15	120	8	17
12	This question not reported. "				"	"
13	5	25	14	850	13	364
14	3	90	7	105	9	240
15	15	120	10	70	"	"
16	This question not reported. "				"	"
Totals	112	1761	99	1210	372	3077

[illegible] reported.

Participation of Personnel Other Than CLO Department. The last part of question 6 on the NAS/NARTU Questionnaire, section e, requested the number of persons other than personnel from the CLO Department who had participated in the presentations, release of news stories, or radio or television appearances. CNARESTRA had urged commanding officers "to indoctrinate and utilize all personnel in these programs."[3] Of the 14 stations reporting this question, eleven listed a range of from 1 to 99 extra persons outside of CLO who helped in the program. These eleven stations reported a total of 247 persons who helped. A series of this data showing the frequency distribution and followed by the reporting respondent runs thus: 1-9, 4-14, 8-5, 10-1, 10-8, 12-15, 15-10, 16-7, 35-6, 37-11, 99-13.

The NAS/NARTU. CLO's Evaluation of His Existing Public Information Program

As a part of the last question on the NAS/NARTU questionnaire respondents were asked to evaluate the existing public information program as a whole at their station, especially the contributions of the Reserve Units attached. It was felt that this open ended question would allow as much freedom as possible in answering and that perhaps a pattern of answers would develop from which weaknesses and strengths in the overall program could be detected. Most

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[3] "CNARESTRA INSTRUCTION 5720.17," p. 2, appendix B.

Participation of Personnel Other Than Our Department. One basic part of question 9 on the 201/Data Questionnaire, section a, requested the number of persons other than personnel from the CIC Department who had participated in the presentations, whether of news stories, or audio or television appearances. Question 10a asked respondents officers "to indicate and outline all personnel in these sections."[3] Of the 15 stations reporting this question, eleven listed a range of from 1 to 23 extra persons outside of CIC who helped in the program. These eleven stations reported a total of 217 persons who helped. A series of cuts were examining the frequency distribution and followed up the reporting responsibility runs thus: 1-5, 6-10, 11-5, 10-1, 10-5, 15-20, 21-10, 26-7, 35-6, 37-42, 78-23.

The 201/Data, Role Definition of the Critical Public Information Program

As a part of the input question on the 201/Data questionnaire respondents were asked to evaluate the activities of the public information program as well as their attitudes, especially the contribution of the Reserve Units attached. It was felt that this open ended question would allow the most freedom as possible in supporting and that perhaps a pattern of answers would develop that might emphasize and strengthen in the overall program could be removed. Most

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[3] "CHAPTER TWO INSTRUCTIONS 2750.17," p. 5, Appendix B.

answers were fairly complete and several were quite lengthy to the extent of attaching one or more typewritten pages of explanative material to the completed questionnaire. One CLO who relieved his predecessor on 22 June 1957 sent almost a blank questionnaire back. Two others who were very scant in their remarks were also new to the CLO field.

As to the existing program of public information the information was categorized into four divisions including Community Relations, Internal Relations, Media Relations and Reserve Unit Participation.

From the information presented in the questionnaire enough familiarity was gained from the facts given to place the program at each NAS/NARTU in a rough degree of proficiency in the above categories with few exceptions.

In the area of community relations twelve of the stations were graded. Four were found to have good to outstanding community relations while eight had fair community relations. From the inspection report prepared by CNARESTRA concerning an inspection in May 1957 of respondent number 2 we find:

> The excellent community and media relations that exist and the favorable publicity received by the station reflects highly on the outstanding job being done by the Command Liaison Officer . . . It is also an indication of the interest and cooperation of every officer and enlisted man on board in creating the favorable atmostphere of relationship that exists between . . . and the community.[4]

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[4] Enclosure to completed NAS/NARTU Questionnaire number 2.

community."[1]

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[1] Enclosure to completed TAT/MAT questionnaire number 5.

And another tribute to a well organized community and media relations plan was paid by the present CLO in referring to his predecessor who was recently killed in a mid-air jet collision:

> Without reservation I think he ran the finest shop and was highly successful in public relations activities. This is attested to by the community and media in this area, in that their expression of sympathy and desire to create a memorial in his honor has been overwhelming.[5]

Internal relations were found to be good or very good on six of the reporting stations, fair on five stations and poor on one. The station on which it was concluded that the internal relations were poor included this excerpt from an inspection form completed in April 1957 by CNARESTRA who recommended:

> . . . All hands be reindoctrinated in the objectives of the public information program to afford them an understanding of the missions of the CLO so they are able to give support to the overall program . . .[6]

In the field of media relations the stations appeared to be much better off with one exception. Seven appeared to have good or better relations with media and seven seemed to have fair to good media relations. As to the exception CNARESTRA recommended ". . . Creation of better media relations through personal visits by the CLO and an aggressive and systematic release program. . . ."[7]

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[5] NAS/NARTU Completed Questionnaire number 10.

[6] NAS/NARTU Completed Questionnaire number 1.

[7] Ibid.

[illegible] relations to a well-organized community and public relations plan was cited by one person CEC in reference to his predecessor who was recently hired in a mid-size [illegible] position:

> Without [illegible] I think he was just sunk and was largely responsible in public relations activities. This is widened to by the community and media is this area, is that their cooperation of employer and thanks he regards a newspaper in his manner has been overwhelming.[5]

Several relations were found to be good or very good on six of the reporting problems, fair on five elements and poor on one. The ability on which it was concluded that internal relations were poor included this excerpt from an employee form employed in April 1971 by the [illegible] who [illegible]:

> . . . all levels be reinvestigated in the objectives of the public information programs to effect them as [illegible] of the failure of the CEO to [illegible] with [illegible] support to the internal programs . . .[6]

In the field of media relations the statement

[illegible] to the need for better relations with media was apparent to [illegible] better relations. As to the [illegible] statement "[illegible] Breaking of better media relations through personal visits by the CEO and [illegible] and systematic relations problem. . . ."[7]

---

[5] [illegible] unfavorable newspaper ID.

[6] [illegible] Completed questionnaire number 1.

[7] Ibid.

As a part of the existing public relations program it was considered desirable to find out what part the Naval Reserve Units attached to the NAS/NARTUs were playing currently. Because of the more complete answers that were given to this part of the question a more exact determination of the state of existing reserve unit participation was possible. It was found that of the 15 stations reporting this question, 4 were outstanding in the cooperation existing between the NAS/NARTU CLOs and the reserve unit CLOs, 7 stations had good participation, 3 stations had some participation and one station had no cooperation or participation.

One station reports, "The reserve pay units have contributed immeasurably by obtaining speaking engagements in their communities and civic organizations. . . . Each drill week end they are to submit a news release complete and ready to be mailed of some activity occurring during the weekend."[8] Another says, "Fortunately this station has several people attached to Reserve Units who are employed in the news media field, public relations, and advertising business who have furthered the Naval Air Reserve Program in their daily work voluntarily. A few number of officers have done an outstanding job for the past several years in this regard."[9]

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[8] NAS/NARTU completed Questionnaire number 10.

[9] NAS/NARTU completed Questionnaire number 8.

Still another CLOs reported in this vein: "Reserve personnel are too busy making a living in 80% of the cases, and may even be on shaky ground because of an ex-army-air force affiliation employer."[10] Or this: "We cannot get proper squadron coverage because nobody is delegated to this job---it's always a collateral duty and you should know what a joke that is in the reserve squadrons."[11] The one station who had no participation reported:

> There has apparently been no, repeat no contribution from Reserve Units. This may be due to not inviting them. I (yesterday) invited 5 squadron CO's to send their CLO's to this office for a get together on your forms and other facts. No one responded or even called. This was during a CO's Breakfast Conference. Therefore I am sending the form to the CO's homes and only hope????[12]

So we may conclude that except for a few exceptions the NAS/NARTUs have fair community, internal and media relations. Media relations are probably the best followed by internal relations with some work needed on the latter and more work needed on community relations. Reserve Unit participation is good in most cases with a few extreme exceptions.

An evaluation check sheet is presented in Table VIII.

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[10] NAS/NARTU completed Questionnaire number 9.

[11] NAS/NARTU completed Questionnaire number 3.

[12] NAS/NARTU completed Questionnaire number 1.

TABLE VIII

THE NAS/NARTU CLO's EVALUATION OF HIS EXISTING PUBLIC INFORMATION PROGRAM

	Respondents															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Community Relations																
Good		x	*	*			*	x		x	x					*
Fair	x				x	x			x			x	x	x	x	
Poor																
Internal Relations																
Good		x	*	*	x		*	x		x	x	x				*
Fair						x			x				x	x	x	
Poor	x															
Media Relations																
Good		x	x		x	x		x		x			x			*
Fair				x			x		x		x	x		x	x	
Poor	x															
Reserve Unit Participation																
Outstanding		x		x				x		x	x					*
Good						x	x		x		x		x	x	x	
Some			x		x							x				
None	x															

*No report.

Suggestions by the NAS/NARTU CLO to Increase the Effectiveness of the Information Program

As a part of the last question on the NAS/NARTU questionnaire, question 7, respondents were asked to list any suggestions or comments they might have that might increase the effectiveness of the existing public information program. The replies appeared to fall into a pattern that would suggest a number of changes, in the Reserve Unit program as well as in NAS/NARTU action toward the Reserve Units and utilization of them.

The recommendations the NAS/NARTU CLOs made to increase the effectiveness of the information program were divided into two categories. These are the recommended improvements that will be effected within the NAS/NARTU and the recommended improvements that will be effected in the Reserve Units. In the first category suggested changes were: (1) An increase of personnel in the NAS/NARTU CLO Department, (2) a decrease in extra duties assigned CLO officers at NAS/NARTUs, (3) assign the station Photo Lab under the direction of the station CLO Department, (4) put CNARESTRA training program 5720.17 into effect, (5) procurement of more mailout - handout material concerning Navy Public Information and recruiting to be forwarded to reservists, (6) revaluate the station paper to improve content of material, (7) utilization of the addressograph and telestory prints, (8) send news media representatives on

all reserve squadron cruises, (9) make up a reserve CLO book of instructions and (10) make all NAS/NARTU CLO billets primary job billets.

Recommendations falling in the latter category, improvements to be effected at the Reserve Unit level, include: (1) Use ground aviation officers in all reserve CLO billets, (2) use reserve CLOs and reserve personnel in their own communities to speak and show film to civic and other groups or clubs, (3) make CLO a primary billet in all reserve units, (4) augment the CNARESTRA 5720.17 training syllabus with instruction in media utilization and simple public relations techniques and use qualified squadron personnel out of the media fields to give the instruction, (5) assign and reduce the shifting of reserve personnel in the reserve CLO billet, (6) indoctrinate all reserve squadron COs in the objectives of the public information program, (7) set up a program requiring all reserve squadron CLOs to submit after each week-end drill a news release complete and ready to be mailed concerning some activity engaged in by the unit during the drill period. Even with these recommendations the spirit among the NAS/NARTU CLOs seemed to be keynoted by these two CLOs who said: "But I think that in terms of what the station and the Navy gets in return for the CLO's expenditures of time and money, the reserve unit public information program probably has more potential than

just about anything."[13] And the other who said: "With 49 Reserve Squadrons attached to this station, the potential for having a successful public relations program is tremendous."[14] This attitude was expressed by four other of the reporting NAS/NARTU CLOs and was intimated by several others.

A tabular compilation of these recommendations is included in table IX.

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[13] NAS/NARTU completed Questionnaire number 6.

[14] NAS/NARTU completed Questionnaire number 8.

TABLE IX

SUGGESTIONS BY THE NAS/NARTU CLOs TO INCREASE THE EFFECTIVENESS OF THE INFORMATION PROGRAM

Recommended by Respondent number	1	2	3	4	5	6	7	8	9	10	11	12	13	14*	15	16*
Applicable to NAS/NARTU																
Increase CLO personnel	x	x							x			x				
Decrease collateral duties CLO	x				x											
Assign Photo Lab to CLO					x						x	x				
Put CNARESTRA INST. 5720.17 into effect	x											x				
More mail-out-handout material	x															
Revaluate station paper	x															
Utilize addressograph	x															
Send news media on res. cruises			x									x				
Make reserve CLO instruction book										x						
Make all NAS/NARTU CLO primary billets		x		x												
Applicable to Reserve Unit																
Make ground officers CLO			x		x	x						x				
Use reserve in own communities				x					x	x	x		x			
Make CLO a primary job	x		x		x							x				
Augment 5720.17 Inst. Training							x	x				x			x	
Stop CLO frequent shifts	x						x									
Indoctrinate res. COs					x			x				x			x	
Submit news release each weekend drill										x		x				

*Did not report this question.

Homeowner by Respondent Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Applies to Self/Spouse																									
Improve CLO personal...	x					x																			
Owner is solitary!																									
Duties CLO.....										x															
Apply Study Lic to CLO										x		x													
the Industry CLOW.																									
Effect Love effect...												x													
Room self-reference																									
Overall.....																									
Several Area Study																									
Policy.....																									
Drilling Accessories...																									
Such Cover Media CO																									
Exec. Culture.....			x									x													
Basic Learning Cue																									
Instruction Count.....									x																
Make All Solicit CLO																									
Primary Client.....	x			c																					
Applicants to Measure Unit																									
Make Proper Officers																									
CLC.....			x							x		x													
The Reports In Own																									
Economic/Ind.....				x								x		x		x									
Make Core & Primary Jobs..	x		x							x															
Assume Principle Date.																									
Invalid.....								x		x															x
Temp CLC Technique																									
Aid/Re.....							x																		
Income-Invite Bus. Com...									x		x														x
Invest Basic Release Week																									
Measure Unit.....						x																			

Data not subject to limitations.

CHAPTER V

THE RESERVE UNIT COMMAND LIAISON OFFICE

The data reported in this chapter was taken from the 45 completed Reserve Unit Questionnaires that were returned by the CLOs of reserve units throughout the Reserve Training Command. The questionnaires were returned from 14 states including California, Kansas, Louisiana, Massachusetts, Michigan, Minnesota, Missouri, Montana, Nebraska, New York, Ohio, Pennsylvania, Texas and Washington. It was unknown from where two questionnaires were returned. The majority of the questionnaires were filled out completely with one or two having additional pages of data attached. However, two questionnaires came back with the notation, "Do not know what a CLO is," Although the names of both respondents were taken from a list of squadron CLOs which had been effective since 1 January 1957.

Statistical Profile of the Reserve Unit CLO

As with the NAS/NARTU CLOs it was felt in order to better evaluate the work of the persons in reserve CLO billets an inquiry into their backgrounds and training should be made. Items that were investigated were the number of persons in each reserve CLO Department, rank/rate of each member, length of tour in the CLO billet, occupation, and school background.

The Theatre and Dramatic Literature

The plays reviewed in this chapter are taken from the complete theatre work (publications) that have appeared by the time of reading work (manuscript) the theatre thinking commenced. The contributors were principal (not all plays including Hallloysia, Emmets, Locations, Reconsiderations, Allegiance, Strangers, Tiberius, Justice, Caverns, New York, Ohio, Incompliance, Love and Revolution. It was apparent later where two considerations were returned. The majority of the contributors were filled and completely pits were on how having qualified poise of this attitude. However, two considerations came back with the criticism "It just lacks edge & cut in," although the nature of such reproaches vary before from a lack of opinion this might have attracted since 1 January 1957.

Qualitative Quality of the Theatre Work (1)

It was the use/WORD that it not felt is under be better exhibit the body of the method to explore (a) pilled by inquiry into basic assumptions and spiritu (small) is made. These that were investigated were the nature of purpose in this respect (2) theatrical, practi/ce of work content, length of hour it the (3) fitted, presentation and visual background.

Department members. It was found that in only two reserve units of the 45 which reported were there any enlisted personnel attached. One of these was a personnelman-airman (PNAN) and one was a journalist 3rd class (JO3). The PNAN in civilian life was a student and the JO3 was a PAA Stewardess. In two other cases two officers were assigned in the CLO Department. One of these cases had two Commanders and the other, the only Marine Squadron to report, had a Major and a Captain. Of the two Comdrs., one was a college teacher and the other a Veterans Administration Hospital official. Of the two marine officers, the Maj. was a policeman and the Capt. a news reporter. This situation was best described by one of the respondents who reported:

> No billets for journalist ratings are available in the squadrons at this time. All load is on the squadron PIO for actual operation of the program. Often that officer or representative does this as a collateral duty. With numerous collateral duties, details are often left undone, especially in the cases of men whose primary function is that of pilots.[1]

Rank/Rate. In examining the rank structure of the reserve CLOs we find the group to be more junior as a rule than the NAS/NARTU CLOs. This is due doubtless to the fact that in the reserve squadrons this is a collateral duty and in many cases when a collateral duty is assigned it is given

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[1] Reserve Unit Questionnaire respondent number 44.

[illegible]

[illegible]

[illegible]

to an officer who may not already have a fairly large number of collateral duties. In general the more senior officers do have the larger number of additional duties assigned. This is unfortunate since seldom is it the case that the officer most qualified for a job actually gets the job for which he is best fitted.

Of the 50 officers in CLO billets who were reported 3 were LT. (j.g.), 17 were Lieut., 17 were Lt. Comdr., 10 were Comdr., 1 was Maj. USMCR, 1 was Capt. USMCR and, the one exception to the fule, 1 Navy Captain.[2]

Length of tour of duty in the CLO Department. As was the case with the NAS/NARTU CLOs it was found that many of the reserve unit CLOs were relatively new to their job. Fourteen had been appointed in the last six months, probably due to the putting into effect of CNARESTRA INSTRUCTION 5720.17 at the various NAS/NARTUs. Of the 43 officers who reported their length of tour as CLO in the reserve unit, 24, or over half, had held the billet a year or less. One CLO had served a year and a half in the billet. In the two year bracket were seven, five had served as CLO for three years, two for four years, one for five years, two for six years and one had been CLO for ten years.

---

[2]There were 50 officers reported since of the 45 respondents, one (although he completed the questionnaire) indicated that there was no CLO; one respondent, reporting for a wing staff, reported for four other officers of attached squadrons and two units had two CLOs each.

Occupation. As might be expected the reserve unit CLOs come from varied and diverse occupations. The largest group in one occupation was that of sales. Seven were classified in this group including two salesmen, one in advertising-sales, a District Sales Representative for Ford and a Sales Engineer. The next largest group was that of teacher. Six respondents gave their occupation as teacher. There were a Fine Arts Teacher and a College teacher with the remaining four classified only as teacher.

Of the remaining 29 who answered this question four were engineers (two of these were aeronautical engineers), three sold insurance, three were attorneys (one of these was also a professor of law and one of the other two was president of a motion picture firm), two reporters and two radio producers. Other occupations included photographer, service manager, free lance writer, music operator, account executive, personnel director, assistant treasurer and purchasing agent, landscape architect, production manager, manager of a Chamber of Commerce, a factory representative, a business man, a Veterans Administration official and a policeman.

School background. The amount of education the reserve unit CLOs had completed was impressive, although only 37 of the 50 respondents answered this part of the question. Only six of the group who reported were not

college graduates and three of these had completed three years of college work while the other three had completed two years of college education. Of the remaining 31, 19 had graduated from a college and 12 had done graduate work. Of the 12 who had done graduate work, 11 have one or more advanced or professional degrees.

A tabular compilation of the foregoing statistical profile of the Reserve Unit CLOs is presented in table X.

Untapped Personnel in the Reserve Unit

It was hypothesized at the outset of the present study that the reserve squadrons and other reserve units probably had a number of officers attached who, by reason of their civilian occupation, were well qualified to assume the duties of the CLO billet but were not being utilized in that billet. Thirty-four of the 45 respondents answered this question categorically that the squadron or unit did not have any officers or men in the fields listed or else noted the persons in the squadron whose occupation fell among those listed in the question. Five of the respondents wrote that they did not know of anyone in the squadron whose occupation fell among those listed in question two of the questionnaire. The remaining six respondents did not fill out the question in any way.

The 34 respondents listed 51 people in the units who were in information related fields but who were not in the

TABLE X

STATISTICAL PROFILE OF THE RESERVE UNIT CLOs AS REPORTED BY FORTY-FIVE COMPLETED RESERVE UNIT QUESTIONNAIRES

Rank Distribution

USNR					USMCR		
LTJG	LT	LCDR	CDR	CAPT	CAPT	MAJ	Total
3	17	17	10	1	1	1	50

Years of Duty as CLO

1/4	1/3	1/2	1	1 1/2	2	3	4	5	6	10	Total
5	4	5	10	1	7	5	2	1	2	1	43

Occupation*

Sales	Teacher	Insurance	Radio Prod.	Photo.	Serv. Mgr.	Writer
7	6	3	2	1	1	1

Music Operator	Engineer	Account Ex.	Pers. Dir.	Attorney	Purchasing Agent
1	4	1	1	3	1

Landscape Architect.	Pres. Motion Pic. Firm	Reporter	Prod. Mgr.	Mgr. C. of C.
1	1	2	1	1

Business	Factory Rep.	V. A. Off.	Policeman	Total
1	1	1	1	42

College Completed

2 years	3 years	4 years	Graduate Work	Total
3	3	19	12	37

*In order of appearance of category in Questionnaires.

TABLE 3

(FACTITIOUS) DENSITIES OF THE CONSTITUENTS AND CLOSE
AT VARIOUS PRESSURES BY ARTIFICIAL ADMIXTURE OF SAMPLES
(SEE ... CONSTITUTION)

| | | |

CLO Department. The occupations and the number of personnel in each were: (1) Public relations -- 11, (2) Advertising -- 12, (3) News Reporting -- 4, (4) Editing -- 3, (5) Free-Lance Writing -- 1, (6) Photography -- 13, (7) Press Censorship -- 0, (8) Broadcasting -- 2, (9) Telecasting --2, (10) Publishing -- 0, (11) Motion Pictures -- 3, (12) Theatrical Productions -- 0, (13) Theater Management -- 0.

The only two positions in a unit which one would not expect to see a collateral duty assignment of CLO are the commanding officer and the executive officer. Of the 51 officers and men who were listed in occupations in the information field, only two were commanding officers and three executive officers.

It was noted with surprise that two of the officers listed in public relations occupations and one listed as being a reporter were reported as not being in the CLO Department but they were collateral duty PIOs in their units.

The rank/rate structure and number in each rank/rate of this group of officers and men was as follows: CDR--7, LCDR--14, LT--14, Major--1, Chief Warrant Machinist--1, Chief Photographer's Mate--3, Aviation Electronics Technician 1st Class--1, Photographer's Mate 1st Class--2, S/Sgt.--1, Aviation Mechanic 2nd Class--1, Photographer's Mate 3rd Class--3, and Seaman--1. One reporter listed did not have a squadron billet or rank given.

The reserve unit billets these 50 officers and men held was as follows: Administration--2, administration Personnel--3, Aviation Intelligence Officer--1, Aviation Technical Training--2, Commanding Officer--2, Communications--1, Electronics--3, Executive Officer--3, Flight Training--3, Ground Training--1, Instrument Flight--1, Maintenance--4, Navigation Training--1, Operations--1, Personnel--1, Photographic Laboratory--12, Pilot[3]--1, Public Information Officer--3, Recruiting--2, Survival--1, and two others had no billets listed.

In spite of the indication earlier in the study by a number of NAS/NARTU CLOs, as they gave their evaluation of their existing public information programs, that experienced informational personnel help in the information program, in view of the above evidence it is believed that the original hypothesis still stands. It is believed that in a number of cases the reserve unit CLO billet could be more effectively filled by more experienced people available in the units.

Status of Public Information Literature in the Reserve Units

The third question of the Reserve Unit Questionnaire asked the reserve unit CLOs if they received any public information literature which was useful in obtaining current information regarding naval objectives, attitudes, or

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[3] Normally the duties of a pilot are assumed of every naval aviator and would not be listed in such a list as this.

policies, also if not would they like to get copies of such literature and how could they use it. Of the 45 respondents 18 reported that they got no information, 12 reported that it was available at the parent station, 5 stated that they got this information, 3 indicated that they got some information, 1 did not know, 4 stated without elaboration that they wanted it and 2 did not report.

Two interesting views concerning public information literature can best be shown by quoting the two sources. First is a quote from a letter from Commander L. D. Olson, U.S. Navy, Head, Internal Publications Branch, CHINFO. The letter is dated 10 June 1957, and is addressed to the writer.

> In answer to your letter of 7 June, your idea to include Naval Air Reserve Squadron's on distribution for the Public Relations Newsletter is a good one. Unfortunately, we are limited by the Bureau of the Budget to 8,000 copies of each issue. After distribution to all ships and stations, major PIO's, Navy publications, and retired flag officers--nothing is left. We were recently told to cut back distribution in order to offset an increase in printing costs at the Defense Printing Plant. About the only suggestion I have, is for these units to request the Newsletter and District Reserve Publications from the Commandant....

The other quote is from an enclosure to a letter from Lt. Comdr. J. R. Wilcox, USNR-R, a naval reservist in VR732, NAS Grosse Ile, Michigan. The letter is addressed to the writer and is dated 24 June 1957.

> How can we increase the effectiveness of the Naval Air Reserve public information program?
>
> Easy----Supply information to the information officers!

Just after World War II we were given all sorts of information through the mail regarding the program and various events which were conducted at the Station. Every week there was some letter or paper to remind us that we were members----and to make us proud of that membership.

I have seen this flood----dwindle away until now there is almost nothing.

The station newspaper (which I had the honor of naming "NAS Grosse Ile SMOKE SIGNAL") had lots of interesting information about the station and the program. It has been discontinued.

The RESERVIST---one of the finest and most valuable publications the Navy puts out---has been discontinued for HOME delivery where it was seen and READ by lots of non-Navy people as well as reservists. The small amount of postage saved has been many times off set by the loss of interest. People just don't help themselves to these little newspapers when they are put in a pile on the desks. We have drawers and drawers full of them. When we get them at our homes they become another link with our positions as Naval Reservists.

In the Chamber of Commerce I have learned the effectiveness of these Special Bulletins and Newsletters. If we could get this sort of thing from our counterparts in the station-keeper organization we would ARRIVE for our week-end drills KNOWING the score---- instead of spending half our time trying to find out what it is.

My squadron put out its own newsletter with the mailed PLAN OF THE DAY each month. At one time I was told to stop----"because it takes too much paper!" (seventy five sheets!) This "anti-information" attitude may save money, but I can testify that it hurts the program where it is difficult to make repairs----with the enlisted personnel. . . .

These are the views. The limitations of funds on one hand and the desire for literature on the other. Several suggestions would seem to point out the middle ground. A reading room at the Naval Air Station for the use of the

reserve personnel during their weekend drill was suggested but as has been pointed out the amount of time the busy reservist has to spend during a drill period on things other than his immediate duties is quite limited. This point as well as a suggested solution was pointed out by one respondent who said:

> The station CLO forwards pertinent information to unit CLO as the occasion arises. There is insufficient time to devote to reading too much literature on your drill week-end. You would have to spend a lot of non-drill time on such reading. A concise memo-type bulletin would be the best. You could alert CLO's to needed reading areas.[4]

A further step was suggested by Comdr. Olson in his letter of 10 June 1957. He suggested CNARESTRA PIO originate a monthly PIO Newsletter for reserve air units. Included in the newsletter would be material from CHINFOs Newsletter and from other directives dealing with public information which oftentimes do not reach individual squadrons. Comdr. Olson indicated he would suggest this at the next meeting with CNARESTRA.

Cooperation with Other Navy and Civilian Activities

Since each of the reserve unit CLOs and all members of their squadrons or units are connected through their occupation or through social ties to a number of civilian organizations, it would appear reasonable that the reservist

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[4]Reserve Unit Questionnaire respondent number 21.

[illegible]

[illegible]

[illegible]

would provide liaison between the Naval Air Reserve and these civilian activities. In order to see how true this hypothesis was, the fourth question on the Reserve Unit Questionnaire asked if there were any other activities in their area that they cooperated with in public information work.

Twenty-one of the reporting CLOs indicated that they did not cooperate with any other organizations and seven respondents did not answer the question.

Included in the question was other Navy activities. Of the 17 who did not report negatively or did not report, four reported possible or actual cooperation with other naval units. One respondent said:

> We have a ground Navy Reserve Unit in our town with whom we could coordinate public information. They have personnel in newspaper, radio, and television who,--if coordinated--could give our unit access to the various media.[5]

There appeared to be a general attitude among the reserve unit CLOs that it was the responsibility of the station CLO to coordinate all public information activity with any outside organization.

Effects of the Time Limits Imposed by Monthly Week-End Drills

In addition to the problem during drill periods of performing flight duties, attending to other collateral

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[5] Reserve Unit Questionnaire respondent number 1, italics mine.

duties and trying to find enough time to attend to the assigned collateral duties of CLO, it was surmised that the reserve unit CLO would also be plagued with, what was thought of as, a near insurmountable lack of continuity in any information program he might try to pursue. There were mixed opinions on this as reported by the reserve unit respondents.

Seven of the reporting reserve unit CLOs reported that there was adequate time to effect their information plans. Twelve said that there was not enough time to carry out an effective program. Ten others gave suggestions for overcoming this difficulty. The remaining 16 reserve unit respondents did not directly answer this question one way or another.

Suggested ways of dealing with this problem were varied. Six of the respondents favored allowing drill credit for outside work during times when the unit was not drilling. Such activities as speeches, showing movies, contacting media or running exhibits at public affairs should count toward drill credit it was felt.[6]

Other suggestions for off-drill public relations work included giving written commendation awards to successful salesmen of naval aviation for recruiting results.[7] Social functions at non-drill periods to develop a spirit of

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[6] Reserve Unit Questionnaire respondent number 10.

[7] Reserve Unit Questionnaire respondent number 44.

pride and cooperation and involving the attendance of invited guests at the station was suggested.[7]

Within the time limits it was suggested that the reserve unit CLO write news stories during the drill to be given to the station CLO to edit and pass on to the local area media.[8]

Suggestions to Increase the Effectiveness of the Information Program

A considerable number of worthwhile suggestions for increasing the effectiveness of reserve units information program were included in the completed questionnaires.

One of the most mentioned suggestions to increase effectiveness of the program was training courses or materials for the reserve unit CLO. Nine respondents specifically mentioned this item. The general attitude was expressed by the respondent who, in his suggestions to increase the effectiveness of the program, included:

1. Establish schools for CLO locally as CLO clinics.
2. Compile CLO kits containing all pertinent information for squadron CLOs.
3. Establish correspondence courses or other home study plan (I am very interested in the program to improve and advance the reserve PIO program) . . . .[9]

Another respondent wrote:

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[7] Ibid.

[8] Reserve Unit Questionnaire respondent number 8.

[9] Reserve Unit Questionnaire respondent number 2.

> . . . More squadron PIO representatives should attend the P.I.Schools as a phase of their training duty. This might be done by both flight and non-flight officers. In case of the former, more than a 14 day active duty for training period is recommended. . . .[10]

The next most frequent answer to this problem was closer liaison with the CLO of the parent station. With the introduction of CNARESTRA's training program promulgated by his instruction 5720.17 and other station training measures, it was hoped this problem would be resolved.

Other suggestions included using ground aviation officers as squadron CLOs, allow a primary billet for CLO, increase the number of visitors to the local station through invitations from reserve squadron members, set up a positive program of publicizing the program in the local communities of squadron members, increase in CLO Department personnel including the assignment of journalists, increase the number of press releases by requiring submission during each drill week-end, and the recruiting into the organized reserve more ex-naval personnel with public relations experience.

Recruiting plan of a Naval Air Station. One of the main objectives in a program of public information, from the standpoint of a CLO in fulfilling his main duty, is the recruiting of naval reservists. CNARESTRA activities all over the United States engaged in an extensive sustained recruiting drive during fiscal year 1956. During the entire

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[10] Reserve Unit Questionnaire respondent number 44.

[illegible]

[illegible]

[illegible]

period one Naval Air Station led the entire nation in enlistments into the naval air reserve programs. Of course the most of the results could be attributed to a dynamic group of hard working full time active duty station keepers who applied with skill the techniques of public relations as applicable to the problem. However, under the guidance of the station keepers the week-end reservists were formed into a well organized smooth working group that aided immeasurably in the overall results of the recruiting drive. This organization of naval air reservists is applicable not only to recruiting but community relations as well as other ends of a public relations program. It has been suggested that other naval reserve units at other activities might want to copy the organization plan laid down by this station. A copy of this recruiting plan is included as appendix E to this study.

This recruiting plan was broken down into five basic requisites for success of the mission. These were: (1) Source of personnel, (2) Getting the word to the source, (3) Getting the personnel to the station, (4) Recruiting the supply, (5) Distributing the supply.

The second part of the plan, getting the word to the source was the main public information chore. This was done systematically by personal contact, mail and public or general advertising.

Personal contact was through members of the squadron.

Each member's residence was determined and he was given contact cards of prospects in his area to contact personally.

Mail was sent out in cases where personal contact was not possible or as follow up reminders. General mail out material was also mailed to mailing lists.

Public and general advertising was solicited on a public service basis from newspapers; radio and television; window displays and billboards; special events such as fairs, picnics, lawn fetes, oct.; social and civic organizations such as Boy Scouts, Lions, Rotary, and service organizations. Distribution of brochures and pamphlets was accomplished at appropriate activities or functions.

CHAPTER VI

AN ANALYSIS OF THE DATA OBTAINED IN THE STUDY

The data obtained in the study was gleaned from two major sources, the NAS/NARTUs and the Reserve Units attached to the NAS/NARTUs. These data have been presented in Chapters IV and V more or less objectively with little or no analysis as to the attendant circumstances regarding it. This chapter endeavours to relate this information to concepts from the field of public relations.

NAS/NARTU Data

The problem of understanding the human and social elements in the operation of any organization is recognized increasingly by modern industry. For this reason both questionnaires in this study strove to ascertain the background, qualifications and training of the CLOs of the respective organizations.

NAS/NARTU CLO. In studying the NAS/NARTU CLO, the fact that half of the respondents had held their job eight months or less was not judged overly important. It would appear, however, that this was an excess of new officers in a billet which normally lasts three years. A more gradual turn over of CLOs at the NAS/NARTUs would probably add more continuity to an overall Naval Air Reserve public information effort.

AS A RESULT OF THE NEW ENGLAND MEETING IN THE SPRING

[illegible] the role assigned to the educational process [illegible] the [illegible] for survey, the [illegible] and the [illegible] relationship existing to the [illegible]. There have been [illegible] [illegible] it [illegible] be [illegible] [illegible] [illegible] analysis to the extension [illegible] regarding it. While [illegible] [illegible] [illegible]

In analyzing the rank structure of the NAS/NARTU CLOs it is found that the ranks of Lt. Comdr. and Comdr., almost evenly distributed, and a small number of Lts., mostly at smaller NARTUs or Naval Air Facilities, comprise the officers' ranks who hold these positions. Aside from the qualifications one would expect to find in a group of these ranks, another aspect must be remembered regarding the CLO's rank. The CLO deals a great deal with editors, officers in industrial and educational fields, and leaders in the community or area in which he is stationed. Rank is one of the most obvious items in pointing out what Roethlisberger has called "social distance."[1] Some of the persons a NAS/NARTU CLO deals with would undoubtedly give limited if any cooperation to an Ensign or Lt. (j.g.) if approached on an information project.

The study showed that of all the schools attended by the CLOs of the NAS/NARTUs only one CLO had attended the Armed Forces PIO School. In commenting on education for executives Dubin said that there were two parts to it.[2] The first part was a set of values and a corresponding frame of reference or outlook; and the second, a body of substantive

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[1] F. J. Roethlisberger and W. J. Dickson, Management and the Worker (Cambridge: Harvard University Press, 1939), p. 556.

[2] Robert Dubin, compiler, Human Relations in Administration (Englewood Cliffs, New Jersey: Prentice-Hall, 1951), p. 3.

facts and principles about an area of reality. It would seem that the NAS/NARTU CLOs have a good set of values and frame of reference or have fulfilled the first part, but that additional training in the public information field, or fulfillment of the second part, prior to assignment to this type of duty would positively enhance the Naval Air Reserve information program.

Public relations activities of each NAS/NARTU. The statistical report of public relations activities of each NAS/NARTU is a quarterly report made by each NAS/NARTU to CNARESTRA every three months. This report was initiated by CNARESTRA INSTRUCTION 5720.17 of 17 January 1957. Part of the information given on this report can be used to give an accurate picture of the public information activity at a station but other information included in the report can be very misleading. From the data presented by the NAS/NARTUs on this report, it appeared some figures given were estimated, and might not be overly accurate.

The report of presentations gives a fair idea of the activity aboard the stations as far as reaching audiences by speeches and movies. By these data presented it can be recognized which stations have a speakers' bureau or which ones utilize a number of station personnel in this type of activity. It appeared, however, that the figures given in this part of the report by some stations were not very

accurate. To spend 30 hours with audiences totaling 200 in 20 speeches and 10 moving pictures does not appear quite correct. An excellent outline plan for reaching audiences through presentations is presented by Stephenson and Fratzner in their book Publicity for Prestige and Profit.[3]

In the public relations report the reserve stations submit, the section most likely to be misleading or present a picture not in conformance with the true state of affairs is the News Stories Released section. One of the MAS CLOs interviewed was very outspoken in his criticism of this part of the report. He is also a former newspaper employee. This part of the report is further broken down into subsections of number of news stories released, total inches of copy printed, and total number of pictures printed. The trouble with this part of the report is that there is quantity control on the statistics but no quality control. There is a great deal of difference in having a three inch story in a weekly newspaper with a total circulation of 150 and having the same story in a metropolitan paper which runs five editions daily with a circulation of several hundred thousands. The number of news stories printed gives no idea at all of the types of stories or for what publics they are intended or where they were printed. The

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[3] Howard Stephenson and Wesley F. Fratzner, Publicity for Prestige and Profit (New York: McGraw-Hill, 1953), pp. 69-82.

[illegible]

[illegible]

total number of pictures printed tells nothing of the size, content, or placement of the pictures. From the information given in this report there is nothing to even guess at the number and type of people who saw either the pictures or stories.[4]

Radio and television appearances and recruiting spot announcements were reported as a part of the reserve public relations report. This part of the report is probably the most accurate since any error would be in tabulating the appearances or spot announcements. However, the hour of broadcast and power of station should be reported. Every reporting station reported using television appearances except one and that station reported having 15 recruiting spot announcements. However, eight out of the fourteen stations reporting this question did not utilize radio for appearances or in two cases radio recruiting spots. The writer, in two years of recruiting NavCads and AOCs, found only one candidate who qualified as an outstanding candidate for the AOC program. This AOC candidate when asked where he heard of the program promptly replied, "In a car radio while out for a Sunday drive." Many other prospective naval aviators also mentioned the radio as a source of information for various facts about the service. This

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[4] Ibid., p. 280.

important media often is able to remind a person of your Navy when he may be most receptive.

NAS/NARTU CLO suggestions to improve the information program applicable to the station. One of the most interesting group of answers to a question on the NAS/NARTU Questionnaire was the suggestions given by the CLOs for improving the effectiveness of the information program. The answers fell roughly into two categories, action to be accomplished in the NAS/NARTU and action to be completed in the reserve units attached to each NAS/NARTU.

The study uncovered the following recommendations by the NAS/NARTU CLOs for action effecting the NAS/NARTU:

1. An increase of personnel in the NAS/NARTU CLO Department.
2. A decrease in extra duties assigned CLO officers at NAS/NARTUs.
3. Assign the station Photographic Laboratory under the direction of the station CLO Department.
4. Put CNARESTRA training program 5720.17 into effect.
5. Procurement of more mailout--handout material concerning Navy Public Information and recruiting to be forwarded to reservists.
6. Revaluate the station paper to improve content of material.

7. Utilization of the addressograph and telestory prints.

8. Send news media representatives on all reserve squadron cruises.

9. Make up a reserve unit CLO book of instructions.

10. Make all NAS/NARTU CLO billets primary job billets.

Consideration of NAS/NARTU CLO recommendations for the stations. The first recommendation above would appear to have little chance of fulfillment since aboard a Naval Air Station personnel shortages are not limited to the CLO Department in most cases plus the very strict limit on additional funds for any public information--public relations expenditures. However, it was noted that seven of the reporting stations did not have a journalist in the CLO Department. Other rates in the CLO Department instead of journalist included personnelman, yeoman, radioman, aviation machinist mate, seaman and airman rates. Even if some of these personnel do excellent jobs, as was reported, it is contended that additional training in journalist skills will improve their performance in the CLO Department. Four of these stations also reported that no other personnel other than CLO Department personnel were used in their public information program. The writer has found that many persons aboard a station are eager to help in various public information projects if asked and if supervised and helped in the

execution of the project.

The second recommendation, that of decreasing the extra duties assigned CLO officers, may be valid at a very few stations that have an acute shortage of officer personnel or at the smaller stations where the CLO is a collateral duty. This item is related to recommendation ten above in that it was recommended that all NAS/NARTU CLO billets be made primary job billets. In those cases where one officer is assigned an excess number of collateral duties it is felt that this is a temporary expedient. The writer participated in an inspection by CNARESTRA at a NAS where it was found that one officer was assigned a large number of collateral duties and the inspection party recommended that he be relieved of a portion of them. The recommendation was subsequently carried out by the CO of the Air Station. Each station that has a collateral duty CLO has different problems, but to quote from a CNARESTRA inspection report of May 1957 concerning one of these stations "...considering the fact that Command Liaison is a collateral duty at...the results being accomplished are equal or superior to any in the command...."[5]

The suggestion in recommendation three above that the Photo Lab be assigned under the direction of the station

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[5] Reserve Unit Questionnaire enclosure from respondent number 2.

CLO appears to be a sound idea. The writer knows of three stations where this arrangement is in effect and it is quite satisfactory. Normally the greatest amount of work done by a station Photo Lab directly or indirectly affects the CLO Department. Even on one station where the Photographic section comes under the Maintenance Department there is a tacit agreement with the CLO Department that they need not get Maintenance approval unless it calls for members of the Photo Lab to be absent from the station or otherwise occupied for a long length of time. This is not a very efficient arrangement nor is responsibility for action very well defined.

The fourth recommendation to put CNARESTRA training program 5720.17 into effect came from several stations which were even then putting the program into effect. This suggestion appeared to be more of a declaration of faith in the soundness of the program than an overt recommendation.

Recommendations five, six and seven, having to do with procurement of more mailout--handout material, a revaluation of the station paper, and utilization of the addressograph and telestory, appeared related. The station paper is one of the best mailout--handout items available if it has a content interesting to the persons it goes to. This problem is not unique to the Naval Air Reserve. The Pratt study indicated that of approximately 580 ship and

station papers in the Navy only a handful give insight into the mission of the Navy causing the Navy man to be proud of the task he is doing, although this is the ideal medium to secure a better informed and more loyal group of men.[6] Although the usual station paper is a modest monthly undertaking, paid for by non-appropriated funds from the meager profits of the Navy Exchange, a wealth of information is available from the many naval publications that arrive daily at the CLO office as well as local station and squadron news items. It was noted on the Reserve Unit Questionnaires returned that 18 of the Reserve Unit CLOs reported that they got no literature concerning information activities in the Navy while 20 said they got some, it was available at the NAS, or they got enough. The receipt of a good station paper at their homes monthly would do much to relieve this.

Other mailout--handout material might include one page announcements of events at the station, in the reserve squadrons or pertinent events in the local area; a CNARESTRA Newsletter compiled from relevant CHINFO and District Bulletins; or new recruiting mailers which the reservist could use to answer questions which as a Navy member of the community may be asked of him.

In mailing out material to members of the reserve

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[6] Lawrence O. Pratt, "A Three Year Program for Navy Public Relations," Part II, 1955, Printed for Chief of Information, p. 44.

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[6] Lawrence C. Lynch, "Criminal Code Procedure for Gun Control Initiatives," Yale Il, 1973; Reprinted for United of Information, p. 10.

units use of the addressograph is a must. One station was found to be addressing the station paper to the recipients by typing the address on each paper. An addressograph was available but address plates had not been made. It was found that some stations did not even have a list of the squadron CLOs. The maintenance of an up-to-date group of addressograph plates subdivided into subgroups of reserve unit personnel such as squadron COs, squadron CLOs, etc. is considered a necessary part of any station CLO Department.

The eighth recommendation that news media representatives be sent on all reserve squadron cruises is good for stations that have a small number of squadrons aboard. But the station that reported that there were 49 squadrons attached would have a difficult time getting newsmen to get excited about an event which was repeated approximately weekly, year in year out.

Each reserve squadron normally goes on 14 days continuous active duty for training each year. This reserve squadron cruise is usually taken at another Naval Air Station or at some overseas base. If there is some "news hook" element involved local news media can be persuaded to send along a representative to cover the event ranging in time from the full 14 days to a day or so of it. In July 1956 the writer accompanied a reserve squadron from his NAS, as CLO, to Port Lyantey, Morocco, Africa. Included along with the Naval Air

Reservists of the squadron and wing staff were media representatives from seven local newspapers. One of the representatives from the news represented not only the affiliated newspaper but the local radio station at which he was special events director as well. This was the first time a local reserve unit had deployed overseas from this station. Excellent coverage was afforded from all participating newspapers and the radio station carried news, taped interviews from the various places visited and live interviews after the group returned. Training flights and visits on which the media representatives participated included trips to Gibraltar, Barcelona, Madrid, Rome, Naples, Casablanca and Rabat. Copy was prepared by the station journalist and pictures were taken of squadron members and both sent back to the NAS which forwarded them to local papers in the communities of the Naval Air Reservists whose papers were not represented on the trip. It is believed that this type of operation provides the best opportunity for inviting media representatives on a reserve squadron cruise.

The ninth recommendation by the NAS/NARTU CLOs was to make a reserve unit CLO book of instructions. This appears to be a sound suggestion and if carried through should aid the reserve unit CLO in knowing what his task is as well as in performing it. The instructions in such a book to the reserve unit CLOs would probably vary from

station to station but standard procedures as included in the "Navy Public Information Manual"[7] when applicable to the reserve units could be included. Another instructive article on writing news releases, "So You're the PIO!" by Lt. J. J. Pausner would probably be useful to the new reserve Unit CLO.[8]

NAS/NARTU CLO recommendations applicable to the reserve units attached. The study also brought out a number of recommendations for action to be completed by or in the Naval Air Reserve units attached as suggested by the station CLOs. These recommendations were:

1. Use ground aviation officers in all reserve unit CLO billets.
2. Make CLO a primary billet in all reserve units.
3. Assign and reduce the shifting of reserve personnel in the reserve unit CLO billet.
4. Use reserve unit CLOs and reserve personnel in their own communities to speak and show film to civic and other groups or clubs.
5. Augment the CNARESTRA 5720.17 training syllabus with instruction in media utilization and simple public relations techniques and use qualified squadron personnel out of the media fields to give the

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[7]"U.S. Navy Public Information Manual," SecNav Instruction 5720.7, Enclosure 1 (Navexos P-1035, 1953).

[8]J. J. Pausner, Lt., USN, "So You're the PIO!," United States Naval Institute Proceedings, LXXXIII (June 1957), pp. 676-678.

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instruction.

6. Indoctrinate all reserve squadron commanding officers in the objectives of the public information program.

7. Set up a program requiring all reserve squadron CLOs to submit after each week-end drill a news release to the NAS/NARTU CLO complete and ready to be mailed concerning some activity engaged in by the unit during the drill period.

Consideration of NAS/NARTU CLO recommendations for reserve units. The first three recommendations above by the NAS/NARTU CLOs point up the pressing personnel problem in the reserve unit CLO billets. The first suggestion, to make the squadron CLO a billet for an aviation ground officer, is in effect at one NAS and appears to help considerably in the amount of time the Naval Reservist has to do his job and as a result a much better quality of work is turned out.

In the present day Navy aircraft squadron the job of flying is implicit in being a naval aviator and when a pilot is assigned a primary billet, such as maintenance officer, this work is expected to be done over and beyond his flying duties. During World War II, when the greatest number of the naval aviators now in the reserve squadrons were trained and served on active duty in squadrons, little heed was paid to any duties assigned other than flying because all of the

main squadron billets which required any extensive work on the deck were assigned to aviation ground officers. Many of the older reserve naval aviators have not even become aware of the present peace time economy in personnel and retain the attitude that the only reason they are in a reserve squadron is to fly. They pay scant attention to their assigned primary billet, and none to any collateral duties that happen to be added after their name on the squadron roster. This was demonstrated when two Reserve Unit Questionnaires were returned by reserve officers, who had been appointed collateral duty CLOs of their reserve squadrons for six months or over, with the notation on the practically blank questionnaires, "I don't know what 'CLO' means."

In making appointments to the billet of CLO in a reserve squadron it would be useful to employ Barnard's concept of economy of incentives.[9] Barnard feels that a man will contribute his efforts to an organization only when the result of the positive advantages as against the disadvantages which are entailed is a net satisfaction, although this need not be at the conscious level. The organization can in turn secure more effort from the member by offering more objective inducements, which he calls the method of

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[9] Chester I. Barnard, The Functions of the Executive (Cambridge: Harvard University Press, 1953), p. 142.

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[illegible]

incentives, or by changing states of mind, which he calls the method of persuasion. Commercial organizations use the former and religious and political the latter he indicates.

In applying this concept to the selection of a reserve squadron CLO we know that to get a CLO that will do a scrupulous job of public information that the gate of objective inducements or method of incentives is closed to us. So we pick the man with the state of mind that has been inculcated with the motive of service to the organization, the man whose prior service and training taught him the habitual attitude of this is the assigned duty -- do it as best you can. This does not preclude the assignment of a naval aviator to a CLO billet but suggests an analysis of his subjective attitudes prior to this assignment. Of course training, abilities and personality of the prospective CLO are items to be considered also.

The suggestion to make the squadron CLO billet a primary billet is a very attractive one but, as we saw in Chapter II, CNARESTRA was unable to get primary billets for CLOs in wing staffs and there are far less wing staff organizations than squadrons.

The fourth recommendation by the NAS/NARTU CLOs concerning the reserve units was to use reserve unit CLOs and personnel to speak and make other presentations in their own communities. It was noted that of the Reserve Unit

Questionnaire respondents who answered a similar question as to whether or not their reserve unit did this, 21 replied that they did not and only 16 indicated that they did. It would appear that this is one of the best community relations techniques available to the Naval Air Reserve.

The recommendation in five above that CNARESTRA training syllabus be augmented will in some small measure be started with the implementation of a reserve unit CLO book of instructions as recommended above. However, additional training for the CLOs by experienced personnel from media fields who are also Naval Reservists as suggested should prove effective. It would seem that the inclusion of all squadron personnel in pertinent instruction periods would prove even more effective. Three stations reported giving extra instruction to reserve unit CLOs with gratifying results.

An extension of CLO training in the squadrons to the inclusion of the squadron commanding officers was recommended in the sixth NAS/NARTU recommendation above. It was found in the data from the stations that in almost every instance where the station had an excellent record of public relations activities that the CLO remarked about the excellent backing and cooperation the station commanding officer gave. In NAS/NARTU Questionnaire 6 the respondent reported, "Almost nothing had been done in the way of

public relations/public information work at ... for some years prior to the arrival of the present Commanding Officer, ... A vigorous public information campaign is being operated at present with good results on local TV and fair results in the local newspapers." And in NAS/NARTU Questionnaire 10 the respondent wrote, "Naturally no activity of this nature can obtain any degree of success unless the CLO has the support of the commanding officer. Captain . . . has championed this cause and has done more in this field than any commanding officer with which I've come in contact in my past sixteen years of active naval service." This of course does not shift the responsibility for the CLO program of action from the CLO, but it does indicate that with the understanding of command a more effective program can be instigated. This is equally applicable to the reserve squadron commanding officers and for this reason a thorough indoctrination in the importance and possibilities of an active public information program to the reserve squadron should be impressed upon the squadron commanding officers.

The seventh recommendation, that each squadron CLO be required to submit a completed news release to the NAS/NARTU CLO, would increase the public information activity considerably if put into effect. A station instruction (or as one respondent wrote in commenting on lax reserve unit CLOs, ". . . two NARTU Inst. have been issued to jack these

outfits up on their PIO work...."[10]) will not prove very effective in all probability. A human relations approach in using Barnard's method of persuasion referred to earlier might have a more likely chance of succeeding. The station CLO could go to the squadron commanding officer, or even short circuit the chain of command communication wise and go straight to the unit CLO if he considered it more probably productive, and tell the unit representative that some of the other squadrons were preparing news releases weekly and that you (the station CLO) hate to see other squadrons with less ability get all the publicity and be more well known than this squadron. An offer should be made to assist in placing any releases the squadron would prepare and help in preparation of the first release if necessary. After the releases are being prepared, the instruction can be promulgated to make the procedure official.

Reserve Unit Data

Reserve unit CLOs. In examining the data concerning the reserve unit CLOs it was found that over a half of those who reported the length of service as CLO had held the billet a year or less and about a third of them had been CLO of the unit six months or less. The fact that such a

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[10] NAS/NARTU completed Questionnaire number 3.

[illegible][10]

large number of reserve unit CLOs have been appointed recently could possibly have been because of the starting of CINCLANTFLT's 5720.17 training program. However, a part of the CLOs appointed within the last year were probably persons who had recently joined the squadron, been shifted from another squadron to this one, or changed jobs in the squadron. Whatever the reason for being recently appointed CLO, the need for indoctrination training in the billet is indicated. This is further borne out by the fact that squadron CLO training was listed more times than any other item by the reserve unit CLOs when they listed means of improving the reserve unit participation in public information activities. This situation, however, is looked on hopefully as a trend toward actual appointment of reserve unit CLOs and according to the station CLO reports the training program is in the process of being set up. The educational background of these reserve unit CLOs appears well above average (19 college graduates and 12 with graduate work, 11 of these with graduate degrees, out of a total of 37 who reported this item). Training should be quickly absorbed.

Looking at the data compiled from the Reserve Unit Questionnaire concerning occupation of the present CLOs and the present squadron utilization of personnel who were members of public information related fields in their occupation we

find that only 34 respondents indicated that they had squadron members in public relations related fields who were not in CLO. But in further examining these 34 instances there seems to be a great number of respondents who made these reports who are in the media or related information fields themselves. For instance one reserve unit CLO, himself a reporter, lists as squadron mates a Lt. Comdr., the maintenance officer, who is in public relations and a Comdr., the Executive Officer, who is an editor.[11] Another squadron CLO, himself a radio-television producer lists as other personnel in the squadron an advertising man in maintenance and a photographer who is assigned to the Photo Lab.[12] A CLO who is a free lance writer lists the instrument flight training officer as being in motion pictures.[13] A positive correlation between the CLOs reporting this and their own connection with an information connected field was found to exist in 32 of the 34 cases reported. The two not considered in the information field were an engineer and a businessman. Eight of the eleven who did not report or reported negatively were not considered in information related fields. This would seem to indicate either that a number of squadrons

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[11] Reserve Unit Questionnaire respondent number 35.

[12] Reserve Unit Questionnaire respondent number 28.

[13] Reserve Unit Questionnaire respondent number 10.

have no personnel in them that are familiar with public information or that any public information qualified people in them are undiscovered. It is suspected that the latter is true and it is conjectured that it would be profitable to the reserve units information wise to find these personnel if they do in fact exist and assign them to either work with or in the squadron CLO office.

Other reserve unit considerations. Another personnel problem which was unearthed in the study was a severe lack of any enlisted personnel in almost all of the reserve units CLO Departments. Only two of the 45 reserve units that reported had any enlisted personnel assigned to the CLO Department. The two stations reported one each. The assignment of a journalist rate to each squadron would solve this problem, or if this is not feasible, the assignment of from two to four journalists to the air wing staff to be utilized concurrently by the attached squadrons and the wing staff would alleviate the problem considerably. The pay earned by these personnel one week-end a month would more than return in the value the Navy would realize from their work.

Time limits imposed by monthly week-end drills presented a problem to the squadron CLO in that many information projects started on a week-end could not be completed and that the intervening month before work could be completed was such a length of time that the project lost its original

value and was usually abandoned. Another problem monthly week-end drills presented was that many occurrences of public information significance such as speeches before civic groups, participation in special events such as fairs, parades, or gatherings occur at other than week-end drill period times and at places distant from the Naval Air Station. In addition much of the personal contact required of a good recruiter in his job as salesman of naval aviation requires a great deal of off station effort to be extended. One station reported that they would allow partial drill credit for participation in these types of information work. Six other reserve unit respondents indicated that drill credit for outside information activities would be desirable. As to the problem of unfinished week-end projects several of the reserve unit CLOs recommended that the station CLO help to complete these projects. One station CLO during an interview, which also included reserve unit CLOs, urged the squadron CLOs to bring the facts of an event which the squadron CLO thought was newsworthy to the station CLO office and the station personnel would write the story and send it to the media for publication. The squadron CLOs were also urged to request any assistance at any time they thought the station CLO could give them help.

Several of the reserve unit CLO recommendations have been discussed but one of the suggestions that was considered

particularly good was the use of written commendation awards to successful salesmen of naval aviation. It has been found that non-materialistic rewards such as this indicating a certain amount of distinction is being bestowed upon the recipient are inducements that most often secure cooperative effort above that from mere material rewards.[14] Giving recognition to those officers or enlisted whose efforts result in recruiting needed personnel or in assisting in the development of the naval aviation program generally not only is an excellent inducement to the recipient but creates a competition among other members to gain the same type of recognition.

One of the most often mentioned recommendations of the reserve unit CLO, next to training, was a suggestion for closer liaison between the reserve unit CLO and the station CLO. Another recommendation by a reserve unit respondent was that the squadrons have more "social functions (get-togethers) of personnel at non-drill periods in the development of a spirit of pride and cooperation, this involving the attendance of guests at the station."[15] These recommendations are taken as an expression of the need for an expanded informal organization between the squadron and

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[14] Barnard, op. cit., p. 145, and Roethlisberger and Dickson, op. cit., p. 557.

[15] Reserve Unit Questionnaire respondent number 44.

station CLOs in the first place and between squadron members and their friends or families in the second. By informal organizations I mean the total of the personal contacts and interactions and the associated groupings of these people referred to.[16]

Do you recall a few pages back a recommendation was made to the NAS CLO to go to the squadron CLO with a suggestion concerning a news release to be composed during each monthly week-end drill? This was an example of one of the indispensable functions of an informal organization -- that of communication.[17] The following recommendation to write an instruction making the procedure official was a function of the formal organization. Other functions of informal organizations are maintenance of cohesiveness in formal organizations (the effect desired between the station and squadron CLOs) and the maintenance of the feeling of personal integrity (the effect desired by having social gatherings at the station with guests).[18]

Informal organizations are often thought of as bad, however, this is seldom so.[19] In a large number of cases the informal organization in the Navy functions more

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[16] Barnard, op. cit., p. 115.

[17] Ibid., p. 122. [18] Ibid.

[19] Roethlisberger and Dickson, op. cit., p. 559.

[36]Bennett, op. cit., p. 112.

[37]Ibid., p. 122. [38]Ibid.

[39]Bennett, op. cit., p. 127.

effectively than the formal.[20] In any large organization the extent and healthfulness of the informal organization is an excellent yardstick of the effectiveness of the formal organization of which it is a part. We can see also that the extension to the friends and family of the individual members of the squadrons and of the stations develops an endless-chain relationship, in many respects, over a wide area and among many persons of a more or less uniform state of mind which could crystallize into an extensive pro-Navy attitude in the communities in which these persons live. It is this situation that is desired.

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[20] For an extensive analysis of informal organization in the Navy see: Charles Hunt Page, "Informal Behavior in the Naval Bureaucracy," Human Relations in Administration, Robert Dubin, compiler (Englewood Cliffs, New Jersey: Prentice-Hall, 1951), pp. 361-370.

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CHAPTER VII

SUMMARY AND RECOMMENDATIONS

Summary. In the foregoing investigation the problem of employing naval air reserve personnel in the Navy Public Information program has been examined from the viewpoint of the NAS CLO and from the viewpoint of the reserve unit CLO. Pertinent information from CNARESTRA, CHINFO and other relevant Naval and DOD activities has been brought to bear on the subject.

The effect of congressional limitations on funds was studied. Ways to attack the problem within the limitations imposed were sought. It was found that CNARESTRA had started a training program in January 1957 aimed at roughly the same target as the subject of the investigation.

An inquiry into the activities and personnel of the NAS/NARTU CLO Department was undertaken, using mailed questionnaires as the means. The background of the CLOs assigned to the NAS/NARTUs was studied as to the length of time they had held this position, their ranks, their school background and their former employment. Other members of the NAS CLO Department were investigated as to number and rank/rate. The amount of assistance given at the parent Naval District by each NAS/NARTU was questioned, the District having Navy

Summary of Conclusions

Summary. The Commission investigation into problems of employing women with advanced training in the Army Publications Information Program revealed that the viewpoint of the WAC and that of the employer vary greatly. Pertinent information from personnel, clients and others involved and the possibilities are then brought to bear on the subject.

The effect of occupational limitations on female education. Data is given showing which the limitations imposed more weight. It was found that DEPENDENCY was ranked a leading problem in January 1951 based on roughly the same target as the midpoint of the investigation.

An inquiry into the activities and personnel of the Adj/Admin Div Department was undertaken, using mailed questionnaires as the means. The background of the CLOs assigned to the Adj/Admin was studied as to length of time they had held the position, their recent school background and their former employment. [illegible] of the WAC CLO, Department were investigated as to whether the Adj/Admin. The method of distribution given at the Army Personnel Distribution

Public Information responsibility within its bounadries.

A report of the public relations activity of each of the reserve air stations was gained through statistical information reported by each NAS/NARTU. This report included presentations, news stories released, appearances and recruiting spots as well as a report on the number of people other than CLO personnel who participated.

The study of the NAS/NARTU CLO Department concluded with a compilation of the evaluations of their information programs by the various reporting CLOs and their suggestions to increase the effectiveness of the programs.

The reserve unit CLO activities were examined following the NAS/NARTU inquiry. A second questionnaire was sent to the CLOs of the reserve units via the NAS/NARTU CLOs. The reserve unit CLO Department was examined with attention being paid to Department members, their rank/rate, length of tour as CLO, occupation, and school background.

An inquiry was conducted into the number of personnel attached to the reserve units who, although employed in the fields judged to be informational, were not in the CLO Department. Public information literature in the reserve unit was investigated as to how much, if any, was received; whether the units wanted it; and how to acquire suitable reading material for the CLO needs.

The liaison between reserve units and other Navy

and civilian activities was questioned. Information was sought as to the effect on an activity of having naval reservists as members would have on cooperation between that activity and the reserve unit the naval reservist belonged to.

The time limits caused by monthly week-end drills and their effect on the reserve unit CLO's public information program were studied.

The final investigation of the reserve units included suggestions to increase the effectiveness of the information program. One suggestion involved an inquiry into an organization plan that had been used as a recruiting program by one NAS as applied to the reserve units attached.

The information gained during the study was analyzed and conclusions made as to its validity, its significance and its public relations connotations and applications.

Recommendations. The following recommendations apply to the Naval Air Station or the Naval Air Reserve Training Unit:

1. In the case of an officer assigned as CLO at a Naval Air Station who has not had prior experience as a PIO or who by former occupation or training has not qualified in an informational background it is recommended that he be first assigned to a period of training such as the Armed Forces PIO School, the Summer Seminar given to Air Force

PIO officers at Boston University School of Public Relations and Communications yearly, or a course especially set up for CLO officers.

2. Where practicable it is recommended that a journalist rate be assigned to each NAS/NARTU CLO office. Where other assigned rates must be assigned it is recommended that an appropriate training course in public information matters be made available for them to attend.
3. It is recommended that CNARESTRA Quarterly Public Relations Information Report 5720-2 be revised to indicate not only the amount of news stories and copy printed but in what types and sizes of newspapers and where in the paper, as well as the types of stories released, in order to better evaluate the overall Naval Air Reserve public information and recruiting efforts.
4. It is recommended that NAS/NARTU CLOs make full use of all media and that the importance of the use of radio both for programs and recruiting spot announcements be investigated and utilized.
5. A revaluation of station file and record system by the CLO to assure that records of releases sent out, releases printed, which publications print them and where, as well as records of other media contacts

being carried out is recommended. This information will be used to evaluate their own program and make changes or additions as necessary, to indoctrinate the officer who relieves them as CLO and to make necessary reports accurately.

6. It is recommended that all station personnel that will volunteer, be used in their community as speakers or in other public information tasks.
7. It is recommended that the station photographic laboratory be assigned under the direction of the CLO.
8. An examination of the station paper is recommended to analyze the content and to discover ways to make it more interesting and carry more information affecting the greatest number of readers. If the station does not have a paper it is recommended that the possibility of establishing a news sheet be investigated.
9. Utilization of the addressograph is recommended.
10. The sending of news media representatives on all unusual or particular interest squadron cruises is recommended.
11. It is recommended that CNARESTRA training program 5720.17 be put into effect and augmented with other instructional aids including a reserve unit CLO

instruction book and lectures from available well qualified media or informational representatives.

The following recommendations apply to action to be taken to or by the Naval Air Reserve units attached to the NAS/NARTUs.

1. Assignment of journalists to the air wing staffs or to the squadrons if practicable.
2. Assign the best qualified information representative in the squadron as CLO and utilize other media or information personnel in training the squadron in information matters and in carrying out information projects.
3. It is recommended that CNARESTRA staff CLO initiate a monthly newsletter to all reserve unit CLOs containing excerpts from CHINFO's Public Relations Newsletter and other informational news of interest to the Naval Air Reservist.
4. An organization within each reserve squadron similar to the recruiting organization discussed in Chapter V is recommended to actively engage in recruiting and community relations work. These types of activity should also be carried out in other activities the reserve squadron member may belong to such as social or civic clubs, place of occupation or other organizations. It is further recommended that

a system of commendation awards be set up to recognize the top salesman of naval aviation at quarterly inspections of the squadron.

5. It is recommended that drill credit or partial drill credit be allowed for off station participation in approved public information activities.
6. An indoctrination of all squadron personnel, including the commanding officer, of the aims and possibilities of a strong public information program is recommended.
7. The promotion of a program to get each reserve squadron CLO to submit a news release each monthly week-end drill period is recommended.
8. The help of station CLO personnel to complete week-end projects of reserve squadrons is recommended where the week-end information project is considered sound by the station CLO.
9. A strengthening and an extension of the informal organization to include CLO members of both the station and the reserve unit is recommended. This can be accomplished by personal contact and participation in social and non working activities such as sports, picnics and games.

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APPENDICES

APPENDIX A

DEPARTMENT OF THE NAVY
Office of the Secretary
Washington, D.C.

SECNAV 7330.1A
01-100
17 December 1956

SECNAV INSTRUCTION 7330.1A

From: Secretary of the Navy
To: All Ships and Stations

Subj: Congressional limitation on funds available for public information and public relations activity

Encl: (1) Activities To Be Included in Costing the Limitation on Public Information and Public Relations, and Definitions of Service Information and Technical Information

1. Purpose. To advise all naval activities of the subject limitation and to discuss its application.

2. Cancellation. This Instruction cancels and supersedes the provisions of SECNAV Instruction 7330.1.

3. Discussion. There has been in existence for the past 6 years a statutory requirement that public information and public relations activities be limited to a specific amount set forth in each appropriation act. The instructions for administering the limitation and definitions of chargeable activities have been provided by the Department of Defense. In view of the continuing nature of the limitation and the necessity for Navy-wide application, this Instruction is promulgated.

4. Definition. Activities to be included in costing "public information and public relations," as it applies to this limitation, are contained in enclosure (1). Also included for comparison are the definitions of "service information" and "technical information," which are activities not chargeable under this limitation.

5. Responsibility. The primary responsibility for budgeting for this limitation is vested in the Chief of Information. The Chief of Information will be assisted in this responsibility as follows:

a. Comptroller of the Navy. Provides the necessary instructions for accounting for the limitation, consolidates reports on obligations chargeable to the limitation, makes such reports as are required to the Department of Defense, and conducts internal and field audits.

b. Administrative Office. Administers that portion of the limitation that is available to the appropriation "Servicewide Operations, Navy," making certain portions thereof available to the Chief of Naval Operations.

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1. [illegible]. [illegible]
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2. [illegible]. [illegible]
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5. [illegible]. [illegible]
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c. Chief of Naval Operations. Administers that portion of the limitation made available by the Administrative Office for subheads of the Servicewide Operations Navy appropriation available to CNO.

d. Commandant of the Marine Corps. Administers that portion of the limitation that is available to the appropriations "Military Personnel, Marine Corps" and "Marine Corps Troops and Facilities."

e. Chief of Information. In addition to the primary responsibility for budgeting for the limitation and for overall direction of the Navy's information program, the Chief of Information shall have the responsibility for that portion of the limitation available for "military personnel, Navy."

6. Application

a. Navy. In applying this limitation to the public relations programs of the Navy, the Chief of Information will designate and promulgate to those activities that are allowed primary-duty public information offices a listing of the percent of time of personnel occupying public information billets that may be utilized in performing public information and public relations functions as defined in enclosure (1). All other information billets in the Navy will not perform public information and public relations functions as defined, but will limit their activity to "service information" or "technical information" in accordance with the definitions contained in enclosure (1).

b. Marine Corps. The application of this limitation to Marine Corps activities is governed by separate directives promulgated by the Commandant of the Marine Corps.

7. Action. All ships and stations are directed to comply with the provisions of this limitation as expressed in this directive and as defined in enclosure (1), and execute such reports as are subsequently required.

CHARLES S. THOMAS

OFFICE OF THE SECRETARY | Enclosure (1) | SECNAVINST 7330.1A | 17 December 1956

ACTIVITIES TO BE INCLUDED IN COSTING THE LIMITATION ON PUBLIC INFORMATION AND PUBLIC RELATIONS, AND DEFINITIONS OF SERVICES AND TECHNICAL INFORMATION

1. Pay and allowances of all personnel, including secretarial and clerical, both military and civilian, engaged in the activities indicated below will be included. The applicable share of pay allowances of personnel engaged in this work on a part-time basis will also be included. In determining the cost of military pay and allowances for services performed by military personnel, the principles and procedures for computing standard military compensation rates as outlined in the "Department of Defense Instructions for Statistical Costing of Military Services in Industrial and Commercial Type Establishments," dated 2 February 1951, may be used.

2. For the purpose of costing and except as excluded in paragraph 3 below, public information and public relations activities include:

a. Preparation of material (whether voluntary or upon specific request) for distribution to, and official contacts with representatives of, non-Governmental publications.

b. Preparation of material (whether voluntary or upon specific request) for radio and television broadcasting purposes, and official contacts with broadcasting representatives.

c. Preparation and publication of advertisements in any form whether paid or free.

d. Preparation, installation, presentation, and circulation (including packing, crating, and transporting) of exhibits, except those for internal use, procurement purposes, or civilian contractor plant morale and incentive purposes.

e. Production and presentation of motion pictures and film strips, except those for internal use within the Government.

f. Preparation and printing of publications other than those required by law or those issued primarily for internal use in the Government.

3. The following activities are excluded:

a. Time of civilian and military officials (other than those having public information or public relations as a specific responsibility) who, by virtue of their offices, are called upon to participate in such activities.

[illegible] (1) [illegible]
[illegible] 17 [illegible] 1959

[illegible]

[illegible]

1. [illegible] [illegible], including recreational and similar, [illegible] activities, engaged in the activities indicated below will be [illegible]. The applicable share of [illegible] required expense in this area of a [illegible] will be included. In determining the need of utility for the activities for purposes [illegible] utilities, [illegible] and [illegible] ing structural [illegible] will be [illegible] Department of [illegible] Commercial Type Establishments, [illegible] [illegible], may be used.

2. For the purpose of [illegible] not enough is included in paragraph 1 below, [illegible] activities and activities [illegible]:

a. [illegible] of activity (whether [illegible] specific [illegible] for distribution [illegible] and activities [illegible] [illegible].

b. [illegible] of activity [illegible] purposes, and activities [illegible] [illegible] [illegible].

c. [illegible] and [illegible] [illegible] any [illegible] [illegible].

d. [illegible], [illegible], [illegible], and [illegible] [illegible] [illegible], [illegible], and [illegible] of [illegible], minor [illegible] for [illegible], [illegible] [illegible], or utilities [illegible] [illegible] and [illegible] purposes.

e. [illegible] and [illegible] [illegible] [illegible] [illegible] [illegible].

f. [illegible] [illegible] [illegible] [illegible] [illegible] [illegible], [illegible], [illegible] [illegible].

g. [illegible] [illegible] [illegible] [illegible] [illegible]

b. Time of personnel devoted to such matters as accounting, personnel records or supply for public information or public relations activities.

c. Time of personnel whose work is devoted to publications required by law, or those primary for use within the Government.

d. Answering of correspondence and inquiries from the public or participating in meetings intended to answer questions from the public.

e. Issuance of interpretations of regulations, orders issued under the Administrative Procedures Act, etc.

f. Time of personnel at "open house" presentations at military installations, participating in parades, musical concerts, and demonstrations.

g. Advertisements, exhibits, films, film strips, or publications relating to acquisition of Government property, or recruitment or employment of Government personnel.

4. Direct expenditures for travel, materials and supplies, and other purposes applicable to the activities indicated in paragraph 2 above will be included. Incidental expenses, such as use of equipment, transportation of things (other than as specifically provided for in paragraph 2d), postage (other than penalty mail which is charged centrally), telephone charges (other than long distance calls), stationery and office supplies, or allocations of indirect expenses for the occupancy of space in military installations are excluded.

5. Definition of Service Information. Service information shall be defined as all information concerning naval personnel, activities, or interests, prepared or disseminated primarily for internal education or information, or in answer to inquiries from the general public.

6. Definition of Technical Information. Technical information shall be defined as all information peculiar to the technical equipment, practices, methods, and procedures of Navy activities. Such information is primarily for internal education within the Navy, for other Governmental agencies, and for technical reference in answering inquiries from industry, technical and professional societies, and the general public.

APPENDIX B

HEADQUARTERS
NAVAL AIR RESERVE TRAINING COMMAND
U.S. NAVAL AIR STATION
GLENVIEW, ILLINOIS

IN REPLY REFER TO:
NE/3/N-2:jn
17 January 1957

CNARESTRA INSTRUCTION 5720.17

From: Chief of Naval Air Reserve Training
To: Distribution List

Subj: Training of Organized Naval Air Reserve Command Liaison and Recruiting Officers

Encl: (1) Administrative and Collateral Duty Training Course for Organized Naval Reserve Command Liaison and Recruiting Officers
(2) Quarterly Public Relations Information Report, CNARESTRA GEN 5720-1

1. Purpose. The purpose of this INSTRUCTION is to provide a standardized administrative and collateral duty training program, enclosure (1), for Organized Naval Air Reserve Command Liaison and Recruiting Officers.

2. Background. The importance of a good Service Information program cannot be over emphasized. The best salesmen for the Naval Air Reserve, Naval Aviation Cadet and other recruiting programs are the Navy personnel themselves. The personnel of the organized reserve squadrons are naval enthusiasts, and due to their civilian/military relationship are in close contact with many young men who are potential NavCad, Organized Reserve, Officer Candidate, Regular Navy, etc., material. It is highly desirable to have every member of the Organized Reserve Squadrons fully informed of Navy policies and activities so that they will be able to speak intelligently of the Navy to their civic groups and friends. With a vigorous and enthusiastic Command Liaison organization in each squadron of the NAR it will be possible to obtain nation-wide coverage. In order to accomplish this goal, the Commanding Officers of all squadrons must support this program to the utmost, and every officer and enlisted man must be appraised of the needs of the service and render his/her support. The NAS/NARTU Command Liaison Officer can provide valuable assistance to speakers by making available speech material, film, projectors, photographs, etc.

3. Action. It is directed that NAS/NARTU and squadron Commanding Officers re-evaluate the information programs of their commands. While Command Liaison Officers are responsible for the

[illegible]

[illegible]

[illegible]

direction and coordination of the public and community relations programs of the units, commanding officers are urged to indoctrinate and utilize all personnel in these programs. It is believed that by so expanding the base of this activity, increased coverage and effectiveness will be achieved.

4. Reports and Forms. In order to keep CNARESTRA fully informed as to the subsequent developments in the service information program, addressees shall submit a quarterly report to this Headquarters. This report will be known as Quarterly Service Information Report (CNARESTRA Report 2720-2) and will be submitted on enclosure (2). The report shall indicate the extent of participation in community relations and informational activities by members of each NARESTRACOM activity and each organized unit attached thereto. Negative reports are required. The report is due at this Headquarters not later than the 30th of the month following the end of the quarter. Additional copies of enclosure (2) should be ordered in accordance with CNARESTRA INSTRUCTION 5604.1D.

/s/ L. C. SIMPLER
L. C. SIMPLER
Chief of Staff

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ADMINISTRATIVE AND

COLLATERAL DUTY TRAINING COURSE

FOR ORGANIZED RESERVE COMMAND LIAISON

AND RECRUITING OFFICERS

INTRODUCTION

PURPOSE

This syllabus is designed for use in the training of Command Liaison and Recruiting Officers of the organized Naval Air Reserve, and shall be under the direct supervision and control of the NAS/NARTU Command Liaison Officer.

OBJECTIVES

The objectives of the training under this course are as follows:

a. To provide the trainee with a knowledge of the duties of the Command Liaison and Recruiting Officer.

b. To promote the organized Naval Air Reserve and assist in recruiting efforts.

c. To inform all members of organized Naval Air Reserve squadrons of the Navy's information and recruiting programs and to encourage all officers and enlisted personnel to assist in this effort.

LENGTH OF COURSE

The course is divided into twelve units to be accomplished during weekend drill periods and 14 days active duty for training over a period of one year. Three of the units shall be completed during 14 days active duty for training. This course shall consist of lectures, required reading and on-the-job training. Having once completed the syllabus the trainee shall be kept abreast of current trends in Command Liaison matters through lectures by the NAS/NARTU Command Liaison Officer. This syllabus will be used as a guide for refresher training. However, the major portion of the trainee's time shall be devoted to productive Command Liaison work for his squadron. Records shall be kept of all training accomplished, extent of participation in Command Liaison matters by other squadron personnel and all publicity generated. The status of this program will be reflected in the over-all grades assigned the Command Liaison Department at the time of the Annual Military Inspection. In addition to completing the prescribed syllabus, the Command Liaison and Recruiting Officer is encouraged to complete the correspondence course "Public Information, NavPers 10720".

CNARESTRAINGU 5720.17
17 JAN 1957

Unit 1

I. Subject

A. Missions, responsibilities, organization and administration of the Command Liaison Department.

II. Objective

A. To indoctrinate the Command Liaison Officer in the basic fundamentals of the duties of a Command Liaison Officer.

III. References

A. U.S. Navy Public Information Manual, Navexos P-1035, Chapters 1, 2, 3 and 4.

Unit 2

I. Subject

A. News Media.

II Objective

A. To instruct the trainee in the efficient use of newspapers, radio and television as news outlets.

III. Reference

A. U.S. Navy Public Information Manual, Navexos P-1035, Chapters 5, 6 and 7.

Unit 3

I. Subject

A. News Releases.

II. Objective

A. To instruct the trainee in the gathering, drafting and disseminating news releases.

CHARACTERIZATION STUDY
17 JAN 1957

Item 2

I. Duties

A. Discipline, responsibilities, descriptions and qualifications of the Internal Affairs Department.

II. Obligations

A. To subscribe the Common Citizens Affidavit in the basic fundamentals of the duties of a Chemical Citizen Officer.

III. References

A. T.B. Duty Public Information Manual, Chapters I-XIII, Chapters I, IV & VII.

Item 2

I. Duties

A. Basic Duties.

II. Objectives

A. To instruct the students in the efficient use of correspondence, write out Interviews as Duty Officers.

III. References

A. T. B. Duty Public Information Manual, Chapters I-XIII, Chapters I, 2 and 3.

Item 3

I. Duties

A. Base Relations.

II. Objectives

A. To indoctrinate the Juniors in the policies, duties and disciplinary army matters.

Unit 3 (Continued)

III. References

A. U.S. Navy Public Information Manual, Navexos P-1035, Chapters 6 and 10.

Unit 4

I. Subject

A. Pictorial.

II. Objective

A. To indoctrinate the trainee in the use and value of photographs in Command Liaison matters.

III. References

A. U.S. Navy Public Information Manual, Navexos P-1035, Chapter 8.

Unit 5

I. Subject

A. Pictorial

II. Objective

A. To familiarize the student with photographic equipment utilized by the Command Liaison Department.

III. References

A. Photographic Laboratory at the NAS/NARTU.

Unit 3 (Continued)

III. References

A. "A Survey Study: Differentiation Through Reading Interest," Chapters 9-10[?] Chapters 8 and 10.

Unit 4

I. Content

A. Technical.

II. Objectives

A. To familiarize the teacher in the use and value of photographs in teaching reading skills.

III. References

A. "A Survey Study: Differentiation Through Reading Interest," Chapter 9-10[?] Chapter 8.

Unit 5

I. Content

A. Visuals

II. Objectives

A. To familiarize the student with photographic materials useful by the classroom teacher.

III. References

A. Audio-Visual Laboratory at Ball State Teachers

Unit 6

I. Subject

A. Community Relations.

II. Objective

A. To indoctrinate the trainee in the value of good community relations.

III. References

A. U. S. Navy Public Information Manual, Navexos P-1035, Chapter 13.

Unit 7

I. Subject

A. Navy Recruiting Programs.

II. Objective

A. To familiarize the trainee with the Navy officer and enlisted personnel recruiting programs.

B. Methods being utilized at parent stations.

C. How the organized Naval Air Reserve Squadrons can assist in recruiting efforts for their own units and all related recruiting programs.

III. References

A. All current directives on recruiting efforts and trends.

[illegible] [illegible]
17 Jun 1957

[illegible]

I. [illegible]

A. [illegible].

II. [illegible]

A. [illegible] [illegible]
[illegible].

III. [illegible]

[illegible]. [illegible]

[illegible]

I. [illegible]

A. [illegible].

II. [illegible]

A. [illegible] [illegible] [illegible] [illegible] [illegible].

B. [illegible]

C. [illegible] [illegible] [illegible] [illegible]

Unit 8

I. Subject

A. Security limitations.

II. Objective

A. To outline for the trainee the limitations, both of policy and security, on the release of information.

III. Reference

A. U. S. Navy Public Information Manual, Navexos P-1035, Chapter 16.

B. U. S. Navy Security Manual.

Unit 9

I. Subject

A. Exercises and operations.

II. Objectives

A. To instruct the trainee in the preparation and dissemination of annexes in operation orders and plans.

III. References

A. U. S. Navy Public Information Manual, Navexos P-1035, Chapter 11.

Unit 2

I. Outlook

A. Improving Libraries.

II. Objectives

A. To maintain the highest standards, both of policy and service, as the purpose of Independence.

III. Reference

A. U. S. Army Public Information Manual, Changes 1-1015, Chapter 16.

B. U. S. Army Security Manual.

Unit 3

I. Outlook

A. Improving the operation.

II. Objectives

A. To increase the skillness in the preparation and dissemination of material in interior civic and media.

III. Reference

A. U. S. Army Public Information Manual, Changes 1-1038, Chapter 12.

CNARESTRAINST 5720.17
17 JAN 1957

Unit 10 - 12

I. Subject

A. Publicity during 14 days active duty for training.

II. Objective

A. To compile, evaluate, and disseminate squadron publicity during the 14 days active duty for training.

III. References

A. The Command Liaison Officer of the parent activity shall guide and assist in generating favorable publicity during this period.

QUARTERLY PUBLIC RELATIONS INFORMATION REPORT

CNARESTRA GEN 5720-1 (ADMIN) (NEW 1-57)

CNARESTRA REPORT 5720-2

123A

TO: CHIEF OF NAVAL AIR RESERVE TRAINING

FROM: (Station)

QUARTER ENDING

DATE

UNIT	NAME AND RANK OF UNIT C.L.O.	TOTAL UNIT PERSONNEL	PRESENTATIONS				NEWS STORIES RELEASED			APPEARANCES				RECRUITING SPOTS		NUMBER OF UNIT PERSONNEL OTHER THAN CLO PARTICIPATING
			NUMBER OF SPEAKING ENGAGEMENTS	NUMBER OF MOTION PICTURES SHOWN	TOTAL TIME	TOTAL SIZE OF AUDIENCES	NUMBER	TOTAL INCHES COPY PRINTED	TOTAL NUMBER PICTURES PRINTED	TV		RADIO		NUMBER OF TV	NUMBER OF RADIO	
										NUMBER	TOTAL TIME	NUMBER	TOTAL TIME			

(ENCLOSURE 2)

9ND-CNARESTRA-4869

NAVY--DPPD, 9ND, GREAT LAKES, ILL.

APPENDIX C

HARVARD UNIVERSITY NAVAL R.O.T.C. UNIT
10 Divinity Avenue, Cambridge, 38, Mass.

In Reply Refer to:

22 Freeman Street
Arlington 74, Mass.
31 May 1957

Dear

During my recent tour of duty as Nav Cad Officer at N.A.S. Niagara Falls I became acutely aware of the effects of a good public information program on the procurement of aviation Cadets and Aviation Officer Candidates as well as reserve recruiting and general acceptance in the local area and community of the local Naval Commands. I was detached from NAS Niagara Falls in August 1956 and assigned in a Graduate Course of Public Information at Boston University School of Public Relations and Communications. As a part of the studies here, a thesis must be prepared.

I have felt that the CLO of the NAS/NARTU was more often than not overworked with the normal occurrence of station inspections, tours, station paper, and special events. One way to help in this mad scramble would be to utilize as far as possible the capabilities of the reserve units attached in this information program. Therefore, I proposed to do a thesis the subject of which is "A study of the Problem of Employing Naval Air Reserve Personnel in the Navy Public Information Program Within the Time Limits Imposed by a Schedule of Monthly Week-end Drills." This proposal was approved by CHINFO and USNPGS, and a prospectus prepared and submitted to the B.U. School of Public Relations & Communication was subsequently approved.

I was gratified to learn that concurrently with my proposal for this study, CNARESTRA had set up a program aimed at roughly the same objective. Unfortunately CNARESTRA Inst. 5720.17 of 17 January 1957, temporarily at least, seemed to add to the load of the Station CLO. However, with proper use of this new information program, it may turn out to be a great help in reducing the load on the Station CLO. What do you think?

Enclosed is an NAS/NARTU Questionnaire which I would like for you to fill out and return in one of the enclosed self-addressed envelopes. The questions are only guides and if you feel that additional comments are pertinent please add them on the back or on additional paper and send them along.

Dear

HARVARD UNIVERSITY NAVAL R.O.T.C. UNIT
10 Divinity Avenue, Cambridge 38, Mass.

In Reply Refer to:

Also a number of Reserve Unit questionnaires are enclosed and I would appreciate it very much if you could forward them as soon as possible to the PIO's of the Reserve Units attached for action.

Unfortunately this study must be completed and written up by the first of July 1957 so I would appreciate any help you can give in getting the questionnaires returned as promptly as possible. If the CLO is to be absent over a week, if the person acting as CLO will complete the questionnaire, this will be appreciated.

You will notice that question six on the NAS/NARTU questionnaire follows the format of CNARESTRA Report 5720-2 so if you can send me a copy of this last (and the only, so far) report and include the NAS/NARTU on it, this will answer this question perfectly.

Thank you in advance for your prompt help and I'm sure we will both benefit, as well as the Navy, in the study.

Sincerely yours,

/s/ Billy Carroll

Billy Carroll

Dear Mr. Smith,

Thank you for your letter of the 15th inst. I am sorry to hear that you have been unwell.

I am pleased to inform you that your application for membership has been accepted. Your name will be added to the list of members at the next meeting.

Yours sincerely,

J. Brown

NAS/NARTU Questionnaire*

1. Name and rank of NAS/NARTU CLO and length of tour as CLO.

2. School background (Civ. and Navy) of NAS/NARTU CLO.

3. Former employment of NAS/NARTU CLO. (Including any former public relations experience.)

4. Number and rank/rate of other personnel in the NAS/NARTU CLO office and their training for information work.

5. What kind of information assistance has your station given the parent Naval District P.I.O. in the last year?

6. The following information pertains to the Reserve Units and the NAS/NARTU.

   a. Presentations:

      Number of speaking engagements_____.

      Number of motion pictures shown_____.

      Total time....._____.

      Total size of audiences.....____.

   b. News Stories released:

      Number.....____.

      Total inches copy printed.....____.

      Total pictures printed.....____.

c. Appearances:

TV, number....._____.

TV, total time....._____.

Radio, number....._____.

Radio, total time....._____.

d. Recruiting spots:

Number of TV....._____.

Number of Radio....._____.

e. Number of personnel other than CLO department Participation....._____.

7. Will you please evaluate the existing public information program as a whole at your NAS/NARTU, especially the contributions of the Reserve Units attached and including any suggestions or comments you may have that might increase its effectiveness. (Please answer this question as fully as you can.)

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*[In the original this questionnaire was on three pages to give the respondent more room to answer but has been compressed here in the interest of brevity.]

[illegible]

APPENDIX D

22 Freeman
Arlington 74, Mass.
31 May 1957

Dear Reserve Unit CLO:

While I'm enrolled in a public information course at Boston University sponsored by the Naval Postgraduate School, the Chief of Information has requested me to do a study of the Naval Air Reserve information program. It is hoped that your suggestions and comments pertaining to changes as well as evaluations of the present program will provide the impetus for a vigorous new concept of a wide base information program that will help you in your part time job as CLO by more support from other information activities.

Attached is a questionnaire with a return addressed envelope. It will help the study greatly if you can fill out and return this questionnaire just as soon as you can, preferably before the 16th of June 1957. The study must be compiled and written up by 1 July 1957.

I'm sure the results of the study will help you as well as the Navy in its public information program. Thank you for your prompt help.

Sincerely yours,

/s/ Billy Carroll

Billy Carroll

Reserve Unit Questionnaire*

1. Name, rank/rate, length of tour as CLO, and civilian occupation and school background of each member of the CLO department.
   NAME - rate/rank-Tour length-Occupation-School Completed

2. Number, rank/rate, and squadron assignment of any other persons in the Reserve Unit not in CLO, but known to be in one of the following fields:

	Number	Rank/Rate	Pres. Sqd. Assignment
Public Relations	____	_____	_____
Advertising	____	_____	_____
News Reporting	____	_____	_____
Editing	____	_____	_____
Free-lance writing	____	_____	_____
Photography	____	_____	_____
Press Censorship	____	_____	_____
Broadcasting	____	_____	_____
Telecasting	____	_____	_____
Publishing	____	_____	_____
Motion Picture	____	_____	_____
Theatrical Productions	____	_____	_____
Theater management	____	_____	_____

3. Does your reserve unit get any public information literature, such as CHINFO's "Public Relations Newsletter" NAVEXOS P-617 or the News Letters or Reserve Bulletins from the nearest Naval District, which are useful in obtaining current information regarding naval objectives, attitudes, or policies? If not would you like to get them and could you use them to an advantage in your public information program? Explain.

4. Are there any other activities -Navy or civilian-in your area besides the parent NAS/NAFU that you cooperate or work with in public information work? Explain.

5. Will you list any suggestions or comments you may have that would increase the effectiveness of the Naval Air Reserve public information program.

6. How do the time limits imposed by a schedule of monthly week-end drills affect this program and what can be done to overcome this drawback?

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*[In the original this questionnaire was on three pages to give the respondent more room to answer but has been compressed here in the interest of brevity.]

APPENDIX E

U. S. NAVAL AIR STATION
MUNICIPAL AIRPORT
NIAGARA FALLS, NEW YORK

NA134/PER/NR:sd
22 January 1956

NAS. NIAGARA FALLS, N. Y. INSTRUCTION 1100.1

From: Commanding Officer
To: All Pay Unit Commanding Officers

Subj: Recruiting plan; promulgation of

Ref: (a) CNARESTRA INSTRUCTION 1301.6B

Encl: (1) Pay Unit Recruiting Plan

1. Purpose. The purpose of this INSTRUCTION is to provide a means whereby Commanding Officers of pay units attached to this activity may conduct an active and effective unit recruiting program as required by reference (a).

2. Background. In the past, recruiting of officer and enlisted personnel for pay units has found the pay unit playing a passive role. Recruiting by the parent station and by a few volunteer recruiters from some units have been the primary source of supply of replacement personnel. This supply has been inadequate to fulfill the needs of the units attached to this activity.

3. Basic Premise. Pay Unit Commanding Officers have the responsibility of maintaining their respective units at full strength--normal attrition makes a continuous recruiting program mandatory.

4. Framework. This plan is designed to provide an easy, yet effective, means of procuring replacement personnel. The concept is that of having the entire membership of the pay unit participate on a month to month basis. This will provide ample recruiters without placing an undue burden on any one individual.

5. Incorporation into unit organization. Effective upon receipt of this instruction, pay unit commanding officers will appoint, as a collateral duty, a Pay Unit Recruiting Liaison Officer (RLO). His duties will be to assist the Pay Unit Commanding Officer in the execution of the Recruiting Plan. The importance of this collateral duty billet requires that one of the leading officers of the pay unit be given this task initially in order to incorporate this plan into unit routine without disruption of other important unit tasks. Every officer and man in each pay unit is to be informed of the creation of this collateral duty billet and urged to give full support to the officer filling this billet.

U. S. NAVAL AIR STATION
PONCIANA AIRPORT
KINGMAN FIELD, NEW YORK A13J/PCA/mn:ed
15 January 1956

SUBJ: Scheduling plant preservation of

Ref: (a) CHECKLIST INSTRUCTION 1300.6A

Encl: (1) Key Unit Baseball Plan

From: Commanding Officer
To: All Key Unit Commanding Officers

1. Purpose. The purpose of this INSTRUCTION is to provide a means whereby Commanding Officers of key units attached to this activity may conduct an active and effective unit recruiting program as required by reference (a).

2. Background. In the past, recruiting of officer and enlisted personnel for key units has fallen the key unit playing a passive role. Supplying by the recruit station and by a few volunteer recruiters from some units have been the primary source of supply of replacement personnel. This supply has been inadequate to FULFILL the needs of the units attached to this activity.

3. Basic Principle. Key Unit Commanding Officers have the responsibility of soliciting their respective units at full strength--normal attrition makes a continuous recruiting program mandatory.

4. Procedure. This plan is designed to provide an easy, yet effective, means of procuring replacement personnel. The concept is that of having the entire membership of the key unit participate on a month to month basis. This will provide ample recruiters without placing an undue burden on any one individual.

5. Incorporating into unit organization. Effective upon receipt of this instruction, key unit commanding officers will appoint, as a collateral duty, a Key Unit Recruiting Liaison Officer (KURO). His duties will be to assist the Key Unit Commanding Officer in the execution of the Recruiting Plan. The performance of this collateral duty billet requires that one of the leading officers of the key unit be given this task initially in order to incorporate this plan into unit routine without disruption of other important unit basis. Every officer and man in each key unit is to be informed of the creation of this collateral duty billet and urged to give full support to the officer filling this billet.

6. Records and reports required. No specific reports are required. However, sufficient records will be maintained in accordance with the basic plan to indicate progress achieved under this particular program.

HAYS R. BROWNING

Distribution:
CNAREGSTRA (2)
All Departments Heads

6. Reports and records required. No specific reports are required. However, monitoring records will be maintained in accordance with the basic plan as individual progress reports under this particular project.

OUTLINE OF THE PLAN

NEEDS FOR A SUCCESSFUL PROGRAM

1. Source of personnel.
2. Getting the word to the source
3. Getting the personnel to the station
4. Recruiting the supply
5. Distributing the supply

DEVELOPED FURTHER

1. Source of personnel

   A. Inactive Reservists
   B. Veterans
   C. Non-veterans

2. Getting the word to the source

   A. Personal contact
   B. Mail
   C. Public or general advertising

3. Getting the personnel to the station

   A. Public or private transportation
   B. Navy vehicle
   C. Navy airlift

4. Recruiting the supply

   A. Preliminary information
   B. Physical examination
   C. Pre-recruiting interview
   D. Execution of oath

5. Distributing the supply

   A. Drill Pay Status
   B. Associate Pay Status
   C. Associate non-pay status

Outline of the plan

Basic for a successful program

1. Source of personnel.
2. Getting all around to the source
3. Getting the personnel to the station
4. Maintaining the supply
5. Distributing the supply

Procedure outline

1. Source of personnel

   a. Inactive Reserves
   b. Retired
   c. Non-reserves

2. Getting the word to the source

   a. Personal contact
   b. Mail
   c. Radio or General Advertising

3. Getting the personnel to the station

   a. Public or private transportation
   b. Own vehicle
   c. Army airlift

4. Qualifying the people

   a. Preliminary interview
   b. Physical examination
   c. Pre-departure interview
   d. Execution of oath

5. Maintaining the supply

   a. Draft law change
   b. Responsible non-party status
   c. Reserve non-pay status

Enclosure (1)

THE PLAN

1. SOURCE OF PERSONNEL

A. Inactive Reservists

(1) DD-214's (Notice of Separation)
(2) Reservists separated (released) prior to receipt of current supply of DD-214's

B. Veterans

(1) Veteran organizations: American Legion, AmVets, VFW, etc.
(2) Friends and neighbors of Pay Unit personnel
(3) DD-214's of personnel who have been DISCHARGED
(4) Independent contacts

C. Non-veterans

(1) High School (age groups 17 and over)--colleges
(2) U.S. Unemployment Service
(3) Community Organizations; PAL, CYO, YMCA, etc.
(4) Industrial personnel managers
(5) Contacts supplied by service personnel
(6) Independent contacts by individual members

2. GETTING THE WORD TO THE SOURCE

A. Personal Contacts

(1) Pay Unit Commanding Officer appoints Recruiting Liaison Officer (RLO)
(2) RLO receives DD-214's (Notice of Separation) with CONTACT CARDS from Station Recruiting Officer. CONTACT CARDS will be geographically located from standard map, e.g., A-1, A-2, B-1, B-2, etc.
(3) From standard map, RLO geographically locates each officer and man of his respective pay unit. Card file prepared and arranged by letter/number, e.g., A-1, A-2, etc.
(4) CONTACT CARDS and individuals are matched and assignments for contact during the month made. Record made of assignment by RLO. Inasmuch as all DD-214 CONTACT CARDS represent individuals who have served a minimum of two (2) years active duty, care must be taken to insure that only mature members of the pay unit are assigned these contacts. A briefing on contact procedures, given by the RLO to men assigned DD-214 CONTACT CARDS will prove beneficial.

1. [illegible]

4. Invalids Regulations

(1) DD-VIP's (Duties of Supervision)
(2) Unsatisfactory Entered (Released) Action to Receipt
of Guardian Supply of DD-VIP's

5. Veterans

(1) Veterans Organizations: American Legion, AmVets,
VFW, etc.
(2) Relatives and Caregivers of Key Unit personnel
(3) DD-VIP's of Personnel who have been DISCHARGED
(4) Incompetent Soldiers

6. Non-Veterans

(1) Ill or Injured Into Active IV and over)--Village
(2) U.S. Emergency Service
(3) Community Organizations; Int, Cio, YMCA, etc.
(4) Industrial personnel managers
(5) Contacts supplied by service personnel
(6) Information contacts by Individual members

2. [illegible]

4. Personal Contacts

(1) Key Unit Commanding Officer explains Deceptive
Intelligence Officer (IO)
(2) DD-VIP receives DD-VIP's Duties of Separation)
with Counter Intelligence Section Recruiting
Officer. Counter Intelligence will be geographically
located from standard map, e.g., A-1, A-2,
B-1, B-2, etc.
(3) Area standard map, DIO geographically locates
each military and man or his respective pay unit.
Card file prepared and arranged by letter/number,
e.g., A-1, A-2, etc.
(4) Counter Intelligence and Individuals are entered and
assignments for contacts during the month made.
Record made of assignment by DIO. Insures an
all DD-VIP contact plus representant individuals
who have served a minimum of two (2) years active
duty, care must be taken to insure that only
mature members of the pay unit are assigned
these contacts. A technique on vetpeat procedures,
given by the DIO to man assigned DD-VIP CONTACT
duties will prove beneficial.

(5) On drill duty of the following month, pay unit personnel report to RLO giving disposition of potential member.

(6) RLO delivers CONTACT CARDS to Station Recruiting Officer for forwarding to CNARESTRA. Record kept of degree of success of each contact by the RLO.

(7) For personal contact for which no DD-214 CONTACT CARD has been prepared, a similar card will be prepared by the individual making the contact (card blanks to be furnished the RLO by the Station Recruiting Officer) and this CONTACT CARD delivered to the Station Recruiting Officer by the RLO together with the DD-214 CONTACT CARDS.

(8) Station Recruiting Officer prepares FOLLOW UP CONTACT CARDS from all CONTACT CARDS marked "Interested, further contact required", submitting same to RLO for reprocessing in same fashion as original CONTACT CARD. (This will eliminate a large build up of outstanding cards, thereby maintaining each contact card on a current monthly basis).

B. Mail

(1) Each Pay Unit Commanding Officer is encouraged to solicit membership in his unit via the mails. This material must conform to interpretations of current laws and regulations concerning recruiting, as deemed appropriate by the Station Commanding Officer. The Station Recruiting Officer is the authorized representative in these matters. One copy of all correspondence prepared and mailed by the RLO shall be submitted to the Station Recruiting Officer.

C. Public or general advertising

(1) Newspapers: Any individual who has a contact whereby newspaper coverage may be obtained is encouraged to utilize these channels. HOWEVER, each press release must be typewritten and submitted to the RLO for approval prior to publication. One copy of this release must be submitted to the Station Command Liaison Officer for approval prior to release. The RLO will maintain a Press Book, showing the actual printed release. The name of the newspaper, the city in which published and the date of publication shall be recorded adjacent to the press clipping.

(5) Co could only attend following month, but only personal friend to DLO living disposition of potential member.

(6) The Secretary CANCER to Station Immediately for forwarding to CHANCELLOR.
Remove duty of Decree of Success of each Councilor at the CLC.

(7) For procedural guidance for Notes on CO-ZIP Operator with new Computer, a similar card will be prepared by the Initial working the content later please to be forwarded the ELO by the Station Secretary Officer) and this CONTENT CARD notified to the Station Recording Officer by-the two Together with the DI-ZIP CONTENT CARD.

(8) Counting Secretary Officer prepares Pillow of Content to all Does all CARDS Marked "Interpreted", Inviting content required", submitting same be DLO for Superseding in case Position as Original Secret CARD. (This will eliminate a Index Build up of outstanding cards, thereby maintaining such content card as current Postal Files).

2. Mail

(1) When Any Unit Commanding Officer is announced to visit it unofficially in his unit via the mails, this memorial must conform to interpretations of current Duty and Regulations concerning reception, as ordered by the Station Commanding Officer. The Station Recruiting Officer is the principal representative in these matters. One copy of all correspondence prepared and mailed by the Unit shall be submitted to the Station Recruiting Officer.

3. Public or General Information

(1) Newspaper, [illegible] and are a constant source of information which may be obtained in response to active press channels, however, each Press Release must be thoroughly and judiciously edited for the approval prior to publication. The copy of this release must be submitted to the Station Command Liaison Officer for security [illegible] to release. The PCO will maintain a [illegible], showing the actual [illegible] publication. One copy of the newspaper, the city in which published and the date of [illegible] shall be returned to the [illegible].

(2) Radio and TV: Although radio and TV coverage is highly desirable, due to the difficulty of retracting any error made during such broadcast or telecast, it is mandatory that any proposed appearances on radio or TV be cleared by the RLO through the Station Command Liaison Officer.

(3) Window displays and billboards: Many individuals in each pay unit have within their own control, the space in which to set up window displays. Initiative and imagination can produce fine results. Materials needed in the way of official signs, posters, display cards and photographs may be obtained via the RLO from the Station Recruiting Officer. Other individuals are enjoined to ask permission of friendly business men to set up window displays. Reports of such displays shall be made to the RLO. Photographs of outstanding displays will be made by the station upon request via the RLO. These photographs will be submitted to various naval publications for acknowledgment. Those members having contacts with advertising companies specializing in billboard advertisement are requested to obtain regular billboard displays from the Station Recruiting Officer via the RLO.

(4) Special events: Fairs, picnics, lawn fetes, etc. Many of the pay units have members holding offices in various organizations conducting such events. Space obtained at these functions permit the display of eye appealing messages. Each unit is permitted to use its squadron insignia in these displays and to use the theme peculiar to that particular unit. Assistance in setting up these displays may be obtained from the Station Recruiting Officer via the RLO, however, unit self-help is encouraged. Reports of these displays will be made to the RLO. Photographs of these displays are desirable.

(5) Social organizations: Scouts, Lions, Rotary, etc. Few members of pay units are not either members of such organizations or do not have relatives who are. Messages or photographs placed on activity bulletin boards, especially those of an educational nature, are particularly important. Just the mere fact of making one's membership in a pay unit known to the members of such organizations is important. It is suggested that each member of such organizations be at least informed individually of one's membership in the Naval Reserve and an invitation tendered to attend a pay unit drill in company with the pay unit member.

(3) [illegible] Although media and TV coverage is usually desirable, due to the difficulty of reserving any extra seats during each broadcast or telecast, it is mandatory that any proposed performance be held or TV be closed to the BBS through the Steiger Commons [illegible].

(3) [illegible] and billboards. Many individuals in each pay [illegible] their own control, time spots in which to set up window displays. Unfortunately any legislation can produce flaws [illegible]. The public needs in the way of artificial signs, posters, display cards and photographs may be obtained via the BBS from the Station Receptions Desk [illegible]. Under individuals are enjoined to take permission of friendly tradesmen who do set up window displays. Owners of such display cards [illegible] may be obtained by the station upon request via the BBS. These photographs will be mounted [illegible] various publications for acknowledgment. There members having contacts with advertising companies specializing in billboard display are requested to submit regular billboard display [illegible] the BBS.

(4) Special events: Fairs, plazas, town fetes, etc. Many of the pay cable town members publish [illegible] by various organizations conducting such events. Those unrelated or those functions permit the display of any appealing message. Each unit is permitted or use its maximum [illegible] to [illegible] and to [illegible] the [illegible] to [illegible] [illegible] [illegible]. Assistance in setting up these displays may be obtained from the Station [illegible] [illegible] via the BBS, however, unit [illegible] is encouraged. Reports of these displays [illegible] made to the BBS. Photographs of [illegible] displays are desirable.

(5) [illegible] [illegible], route, plans, Inquiry, etc. The members of any units are not [illegible] members of such organizations as do not have [illegible] who are. Assistance by [illegible] [illegible] [illegible]

(6) Brochure of details for distribution. The Navy has quantities of very fine literature regarding every phase of the Navy and Naval Reserve, including the "Weekend Warrior" program. The RLO will be responsible for distributing this material to the members of his unit.

3. GETTING THE PERSONNEL TO THE STATION

A. Public or private transportation

(1) Due to the inadequacy of public transportation to the vicinity of the Naval Air Station, the primary source of transportation must be considered to be privately owned vehicles. All unit members are urged to assist in solving this transportation problem--especially those who must travel long distances. The RLO will make a notation on the geographical index card of an individual who has space available in his vehicle and is willing to transport another pay unit member to the station. RLO's will procure schedules of public transportation in order to provide this information to those desiring it. These schedules should provide for local and metropolitan area travel.

B. Navy vehicle

(1) Recommendations concerning the need of transportation via Navy vehicle will be made by the RLO to the Station Recruiting Officer. These needs will be considered by the Commanding Officer, NAS Niagara Falls. No commitments of Navy vehicles will be made prior to publication of official information on the matter.

C. Navy airlift

(1) This proposition is under study at the present time by the Commanding Officer, NAS Niagara Falls. Scheduled airlifts are a possibility. These scheduled airlifts must of necessity be determined by availability of appropriate aircraft and qualified pilots.

4. RECRUITING THE SUPPLY

A. Preliminary information

(1) The RLO will brief all unit personnel on certain basic recruiting information, viz.,

(b) [illegible] of details for distribution. The Navy has [illegible] of many flow diagrams regarding [illegible] the Army and Naval Reserve; [illegible] are "Reserved Reports" programs. The [illegible] will be responsible for distributing this material to the members of his unit.

3. [illegible] TO THE STATION

a. Mobile or private transportation

(1) Due to the inadequacy of public transportation to the vicinity of the Naval Air Station, the personal service of transportation must be considered to be primarily owned vehicles. All [illegible] members are urged to assist in solving this transportation problem--especially those who must travel long distances. The NTO will make a notation on the assignment index card of an individual who has space available in his vehicle and is willing to transport another Navy member to the station. NTO's will procure commuters of mobile transportation in order to provide this information to those desiring it. These schedules should involve the local and metropolitan area travel.

b. Navy mobile

(1) Accommodations concerning the need of transportation via Navy vehicle will be made by the NTO to the Station Duty Officer. Those needs will be considered by the [illegible] Officer. The Station facility. No consideration of Navy vehicle will be made prior to publication of official information by the writer.

c. Navy flights

(1) This proposition is under study at the present time by the Commanding Officer, NAS Niagara Falls. [illegible] of a facility and a [illegible]. These schedules signify the necessity be determined by availability of appropriate aircraft and qualified pilots.

4. [illegible] THE AREA

a. Familiarity information

(1) The NTO will brief all unit personnel on certain [illegible] information. It.,

(a) Age limits
(b) Obviously disqualifying physical defects
(c) Character requirements
(d) Navy's "stay in school" policy
(e) Active duty obligation
(f) Mobilization requirements for members of the Naval Reserve
(g) Pay unit participation standards and obligations

(2) The Station Recruiting Officer will be responsible for furnishing the preliminary information to potential applicants

B. Physical examination

(1) Chest X-ray and blood test must be accomplished
(2) Complete physical examination will be conducted by the Station Medical Officer prior to enlistment. No promises concerning waivers will be made by any personnel connected with the recruiting process.

C. Pre-recruiting interview

(1) A complete pre-recruiting interview will be conducted by a member of the Naval Air Station Recruiting Team or by the Station Recruiting Officer prior to enlistment.

D. Execution of the Oath

(1) Normally the Oath of Allegiance will be conducted by the Station Recruiting Officer.
(2) Each Pay Unit Commanding Officer has been designated as a Recruiting Officer and may (after all papers have been properly executed by the Station Recruiting Department) administer the Oath of Allegiance

(a) Photographs of Pay Unit Commanding Officers administering the Oath are desirable and may be procured via the RLO.

5. DISTRIBUTING THE SUPPLY

A. Drill Pay Status

(1) Where vacancies are available in the pay unit which was instrumental in recruiting a man, the individual will be assigned to that unit.

[a] [illegible]
[b] [illegible] chemically polymerised materials
[c] Computer requirements
[d] Duty in school policy
[e] Active duty obligations
[f] Qualifications necessary for members of the naval reserve
(g) Log book particulars required and obligations

(2) The Station Secretary Officer will be responsible for initiating the preliminary information to [illegible] applicants

6. Control procedure

(1) [illegible] and Admin keys must be accomplished
(2) Completed [illegible] will be produced [illegible] Section Petty Officer prior to duty. No [illegible] concerning weapons will be made by any personnel connected with the security [illegible].

7. Pre-requisite training

(1) [illegible] pre-requisite training will be [illegible] by a member of the Naval Air Station [illegible] team or by the Station Security Officer prior to enlistment.

8. Training of the unit

(1) [illegible] this unit of [illegible] will be [illegible] of the Station Operating Officer.
(2) [illegible] all Gold Operating Crews [illegible] qualified as a Security Officer and duty [illegible] all parts have been properly executed by the Station Operating Department) administrative [illegible] of [illegible]

(a) Photocopies of key lists [illegible] signed
[illegible] the duty key [illegible] and key [illegible] by the Mess.

9. Operation of the Unit

A. Unit duty hours

(1) Unit [illegible] are available to the Duty Unit Petty Officer [illegible] in operating a key. The [illegible] will be required to [illegible] unit.

Regardless of the unit to which assigned, the unit recruiting the man will be given credit for the enlistment, reenlistment or affiliation. The Station Recruiting Officer will maintain records of such action.

B. Associate Pay Status

(1) Personnel eligible for billets involving Training or Administration may be assigned AP billets within the vacancies allowed each pay unit.

C. Associate Non-Pay Status

(1) Where no vacancies exist in the Pay Unit which has been instrumental in the recruiting of personnel, individuals may be assigned to an NP billet, providing the individual desires to affiliate with the "recruiting unit" rather than with a different Pay Unit for which a vacancy in a Drill Pay Status exists.

[illegible] of the unit to which assigned, the unit responsible for the non-exit be given credit for the enlistment, reenlistment or extension. The Station Reporting Officer will so inform records of such action.

5. Assignment for Overseas

(a) [illegible] eligible for billets involving training or simulation may be assigned AF Billets within the requested allowed each for unit.

6. Assignment Non-Jay Stamps

(1) [illegible] no vacancies exist in the Jay Unit which has been interviewed in the recruiting of personnel, individuals may be assigned to an AF Billet, providing the individual desires to [illegible] with the requesting unit. Letter [illegible] different Jay Unit for which a vacancy in a Unit Jay Stamps exists.

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C2723 Carroll 35889
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